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FINANCIAL TIMES

Europe's Business Newspaper

FRIDAY DECEMBER 9 1994

Crisis in Orange County rebounds on bond market



US Securities and Exchange Commission chairman Arthur Levitt (left) said the financial crisis in Orange County, California, hit by a loss of \$1.5bn (\$1.1bn) from its dealings in the bond market, might have been discovered sooner. Fears that the county may be forced to liquidate its \$20bn fund portfolio

caused sharp widening of credit spreads in US domestic and Eurodollar bond markets. San Diego County, also in California, said it had paper losses of \$357m on a fund worth \$3.5bn, largely because of its holdings of derivatives. Page 14

EU unemployment falls European Union unemployment fell fractionally to 10.7 per cent in October from a revised 10.8 per cent in September, the EU statistics office said. Page 3

West German growth accelerates Western German economic growth continued to accelerate in the third quarter, raising concern about renewed inflationary pressures next year and damping speculation about a further cut in interest rates. Page 14

Americas free trade zone By 2005? Leaders of 34 countries in the western hemisphere are likely to agree to set up an Americas free trade area by 2005 when they meet in Miami over the next three days. Page 6

Shares offer from SGS-Thomson Franco-Italian semiconductor manufacturer SGS-Thomson launched an offer of up to 19 per cent of its shares on the New York and Paris stock markets which could eventually raise more than \$470m for expansion. Page 16; Details, Page 19

New leader for Japan's opposition Former Japanese prime minister Toshiki Kaifu was elected leader of the country's new opposition alliance, the New Frontier party. Page 4

Kymmenes cancels share issues Kymmenes, Finland's second largest forestry group, unexpectedly called off plans to raise more than FIM 1.5bn (\$307m) in a domestic and overseas share issue, saying it did not reach an acceptable price level. Page 15

Lukoil reveals plans to attract investors Lukoil, Russia's largest oil company, unveiled its strategy to attract \$3bn-\$4bn in foreign investment. Page 15

Acquisitions help Compass to £255.7m UK Catering and healthcare group Compass lifted pretax profits by a third to £255.7m (\$31.3m) and turnover by 85 per cent on the back of acquisitions in Europe and the US. Page 24

Allianz plans to make shares cheaper Allianz, Germany's biggest insurance group, wants to make its costly shares more attractive to small investors by cutting their nominal value and splitting them into smaller units, chairman Henning Schulte-Noelle said. Page 15

Noritake shuts Sri Lanka plant Japanese ceramics group Noritake closed its Sri Lanka factory amid a spate of industrial unrest which is threatening economic problems for the new government of President Chandrika Kumaratunga. Page 4

Smith New Court down 35% Difficult conditions in the financial markets sent interim pre-tax profits at Smith New Court, UK equities market maker and broker, down 35 per cent to £20.2m (\$31.3m). Page 22

Falkland fishing talks stall Talks between Britain and Argentina over fishing rights around the disputed Falkland Islands have temporarily broken down after a failure to agree catch quotas. Page 5

Chiapas governor takes office Eduardo Robledo was sworn in as the new governor of the troubled southern Mexican state of Chiapas, despite threats by armed rebels there to renew their attacks. Page 5

GrandMet to sell US canneries UK food and drink group Grand Metropolitan is to sell its US vegetable canning plants. Page 17

Germans given reprocessing option UK reprocessing company BNFL offered German electricity companies the option of taking back up to 1,400 tonnes of spent nuclear fuel they are due to start sending to the UK next year for reprocessing in 2005. Page 7

FT STOCK MARKET INDICES

	FT-SE 100	FT-SE 1000	FT-SE All-Share	FT-SE-A (LSE)	FT-SE-A (AIM)	FT-SE-A (NMS)	New York: Industrial	New York: Trans. Ind/Ave	S&P Composite
Yield	4.2%	4.2%	4.2%	4.2%	4.2%	4.2%	5.1%	5.1%	5.1%
Value	1,353	1,331.9	1,402.9	1,402.9	1,402.9	1,402.9	1,383	1,372.3	1,402.9
Market Value	1,353	1,331.9	1,402.9	1,402.9	1,402.9	1,402.9	1,383	1,372.3	1,402.9
Market Value	1,353	1,331.9	1,402.9	1,402.9	1,402.9	1,402.9	1,383	1,372.3	1,402.9

FT US LONG-TERM RATES

	Federal Funds	3-mo Treasury Bill Yld	Long Bond	T-bill
Yield	5.2%	5.84%	9.5%	7.31%

FT LONDON MONEY

	3-mo Interbank	Long	Short
Yield	6.5%	6.1%	6.1%
Rate	7.31%	7.31%	7.31%

FT MONTH S&P CME (Averages)

	Brent 15-day	Wti 30-day	Gold
Yield	\$16.34	(\$15.91)	\$377.8
Value	377.8	377.8	376.1
Market Value	377.8	377.8	376.1

FT STOCK MARKET INDICES

	II STERLING
FT-SE 100	3019.0
Yield	4.2%
Value	3,019.0
Market Value	3,019.0

FT DOLLAR

	II DOLLAR
New York: Industrial	\$ 1,383
DM	1,576.5
FF	5.6135
SP	1,386.5
Y	108.45
London	1,577.7
FF	5.6181
SP	1,386.5
Y	108.45
Index	89.5
Market Value	89.5

FT GOLD

	II GOLD
New York: Comex	\$377.8
London	376.1
Market Value	376.1

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NEWS: EUROPE

The EU's summit in Essen is marked by divisions over Bosnia, unemployment and enlargement

Hopes of wider union turn to fear of no union

By Lionel Barber in Brussels

Today's European Council summit in Essen ought to be cause for celebration but risks turning into a wake.

Essen was at first billed as a defining moment in the German-led strategy to build a wider European Union incorporating the former communist countries of central and eastern Europe. To the dismay of Chancellor Helmut Kohl, however, the two-day Kohl summit seems certain to be haunted by Bosnia.

All 12 EU leaders present, and Mr Jacques Delors, the outgoing president of the European Commission and potential candidate for president of France, recognise the corrosive effects of the Bosnian conflict as it poisons relations within the Atlantic alliance and with Russia.

The question is whether the rift between the US and Europe over strategy toward the Balkans will spread to the European Union, which next year takes in Sweden, Austria and Finland. France and the UK are acutely aware of German public opinion in favour of US calls to lift the UN arms embargo against the warring parties, which would help the Bosnian Moslem government.

Yet lifting the embargo is anathema. It would trigger withdrawal of the 23,000-strong UN peacekeeping force, to which France and the UK have contributed generously, and deepen the rift in Nato.

Greater Europe: the EU's domain widens

Membership past & present

First there were the Six (1958)

1. Belgium

2. France

3. Germany (west)

4. Italy

5. Luxembourg

6. Netherlands

... then the Nine (1973)

7. Denmark

8. Ireland

9. UK

... the Ten (1981)

10. Greece

... the Twelve (1986)

11. Portugal

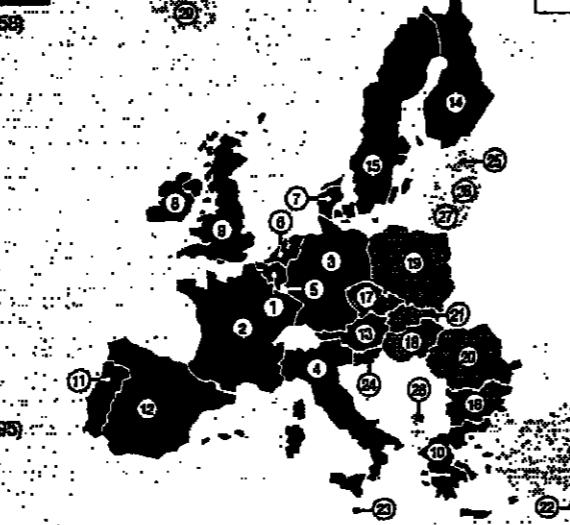
12. Spain

... and now the Fifteen (1993)

13. Austria

14. Finland

15. Sweden



Towards the next century

2000

16. Bulgaria

17. Czech Republic

18. Hungary

19. Poland

20. Romania

21. Slovakia

EU drawing up proposals for integration into its single market in preparation for full membership

22. Cyprus

23. Malta

24. Slovenia

EU planning negotiations for association agreements

25. Estonia

26. Latvia

27. Lithuania

EU planning negotiations for association agreements

28. Albania

29. Iceland

30. Turkey

? Have formally applied to join

trade negotiator, rejected much of the criticism this week. He singled out a planned blueprint for EU accession setting out steps for adapting law, state aid, norms and standards to allow the six eastern European states to adjust progressively to the single European market.

German officials agree that the package for eastern Europe reaches the limits of what other countries - notably the Franco-Spanish-led "Club Med" bloc - would tolerate.

France underlined the point by insisting that EU funds for eastern Europe over the next five years would have to be matched with more money for the Mediterranean specifically North Africa.

This linkage between eastern Europe and the Mediterranean is new. Perhaps France and Germany are striking a sensible bargain for joint EU action to counter instability on the EU's periphery, but France may also be seeking to counter the eastward pull of a unified Germany with its own shift to the south.

This would mark a division of Europe into old-style spheres of influence, an arrangement which falls short of the proclaimed European Union created by the Maastricht treaty.

But, as Mr Delors is likely to point out to the leaders over dinner tonight, the Union is not living up to its name: its common security and foreign policy is a sham; and the loose inter-governmental co-operation

is supposed to deal with justice and home affairs has failed to produce a single achievement in the past 12 months.

The Commission blames British and Spanish blocking tactics, but also singles out unwieldy French opposition to diluting the power of its own national police forces, led by Mr Charles Paquot, the right-wing interior minister.

The Euro-activists, whose champion is Chancellor Kohl, believe they have the answer: a faster route to political and economic union, buttressed by greater powers to the European Parliament and the European Commission, led by an inner core of integration-minded EU states. Their target date for action is the inter-governmental conference of 1996 to review the Maastricht treaty.

Those of a more passive persuasion, particularly UK prime minister Mr John Major, will resist. Their political survival depends on stopping a Great Leap Forward in Europe. Still, as Mr Major disclosed this week, there may be contingency plans for referendums on Maastricht 2, specifically any move to join a single European currency.

The struggle between these two opposing camps will be one of the sub-texts of the Essen summit. Its outcome will have a decisive influence on how the EU resolves the official item on today's summit agenda: the integration of western and eastern Europe.

The plan gives countries 12 years to introduce rules covering information stored on paper rather than on computers. Also, data protection will be only be applied retrospectively to manually held data where people actually require access to the information.

At yesterday's meeting ministers also discussed progress in the single market. Tables produced by Brussels showed Greece and Germany with the worst record for adopting outstanding measures deemed crucial for the free flow of goods, services and capital.

Mr Günther Rexrodt, the German economics minister, reacted sensitively to suggestions that Bonn was dragging its feet, saying new legislation had not been adopted for technical reasons. He added:

"It is also due to the fact that we want to look at the content of the directives to make sure that the principle of subsidiarity has been adhered to."

Mr Reniero Vanni D'Archirafi, commissioner responsible for the single market, said 1994 had been a disappointing year for the single market with a lack of political commitment from member states.

On the eve of its second anniversary, he said developments had been most disappointing in intellectual and industrial property, public procurement and insurance.

Greece, which has only implemented 7.9 per cent of the single market legislation, is the worst offender by a long way. Of a total of 217 measures, it has made no progress on 43. This compares with Denmark - the champion - which has only eight outstanding.

The second slowest country is Germany which has made no progress on 26 directives, followed by Ireland with 24.

France is the second most efficient, followed by Britain, which has still not adopted 14 bits of legislation.

Brussels also accused member states of failing to respect the principle of mutual recognition, whereby they recognise each other's standards for goods and services where no harmonisation legislation is deemed necessary.

Member states now look certain to back a Commission initiative that will require them to inform Brussels every time any one of them intends to ban or refuse entry for a product lawfully produced in another member state.

France plans to use its presidency of the Council of Ministers to set in train a summit meeting between EU and Mediterranean countries.

But France is already due next spring to host a gathering of purely Mediterranean countries which it is organizing with Egypt. So the EU-Mediterranean summit is likely to be hosted by Spain, which takes over the EU presidency baton from France next July.

By David Buchanan in Paris

France said yesterday it hoped the Essen summit would endorse proposals to bring European Union aid to the Mediterranean into better balance with the money flowing to the east.

At a time when the European Union is reaching out to the east, it is important that it should not forget its southern flank - the Mediterranean region, stretching from the Maghreb to Turkey and including Malta and Cyprus.

said Mr Jean Mustizzi, President François Mitterrand's spokesman.

In recent years, EU aid to the Mediterranean has amounted to only 40 per cent of that going to eastern Europe. France is backing Commission proposals to increase Mediterranean aid to Ecu5.5bn (£4.5bn) over the next five years, compared with a planned Ecu7.5bn destined under the Phare programme for east Europe.

France believes it has gained German support for more EU resources for the south, as part of a trade-off in which Paris has shown itself steadily more enthusiastic and open to the money coming to the east.

While acknowledging that it can be usedfully done for Algeria until that country settles its brutal civil war, France wants the EU to press on with negotiations for freer trade with neighbouring Morocco and Tunisia.

Mr Alain Lamassoure, France's EU affairs minister, stressed that the French presidency in the first half of 1995 would strongly back a recent Commission compromise proposal on imports of Moroccan tomatoes, a tender subject for EU growers.

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By Anthony Robinson

A belated invitation from Chancellor Helmut Kohl to attend the concluding session of the European Union summit in Essen is not as humiliating as a summons from the Soviet leadership to attend a Cominform meeting in Moscow used to be.

When negotiations for "association agreements" began in 1990, the central Europeans found that the Brussels view of open and frank dialogue which the six aspirant members from central Europe had hoped to establish with the EU in the five years since the collapse of the Berlin Wall.

Attitudes east of the Elbe have changed while Brussels dithered over plans for the EU's "Drang nach Osten" (drive to the east). At first the nations liberated from the Soviet yoke blithely assumed that they would be safely scooped into the west's economic club, the EU, and its military safety net, Nato. But that vision of bliss born out of ignorance did not survive long.

As central Europe plunged into painful shock therapy the EU sublimely sailed on to Maastricht while the western alliance as whole was diverted by the Gulf war and sucked into the Yugoslav vortex. To cap it all, recession sparked off anti-dumping and other restrictions on iron, steel and textile imports from eastern Europe.

Mr Kohl ducked. "It is really a question of linguistics," he ventured. But it was also a question of coping with enlarging EU membership from 12 to 15, 16 or even 27. What was important was to be clear about what sort of "marriage contracts" were needed or practicable.

Mr Delors ducked. "It is really a question of linguistics," he ventured. But it was also a question of coping with enlarging EU membership from 12 to 15, 16 or even 27. What was important was to be clear about what sort of "marriage contracts" were needed or practicable.

Three Belgian socialist politicians, including deputy prime minister Guy Coene, resigned from central and regional government posts last January over the so-called Agusta affair involving alleged bribery in an army helicopter contract.

Earlier this year Mr Delcroix denied he owned a home in France but said on Wednesday that he had been deliberately vague about it so as not to compromise his chances in European parliament elections. He did well in the poll but did not

take up a seat.

He told a news conference on Wednesday he owned a majority stake in a French company, Capricorne Sud, whose main asset is the villa and the land it is built on. He said he had acquired the stake for about Ecu300,000 (£64,000).

Political analysts said yesterday that a lot of questions remained after Mr Delcroix's explanation. One claimed that Mr Dehaene had apparently tried to limit the damage to his government by asking the minister to resign.

The *Humo* report, headlined

"Chronology of a lie", quoted a tax expert as saying that many Belgians using black or undeclared money to buy a villa in southern France use the cover of a French company. "Capricorne Sud fits entirely into this scheme," *Humo* said.

Mr Delcroix said the money for the villa came from "my family, my wife and myself, from parents and parents-in-law. It is just a family project."

He estimated it was worth between Ecu15m and Ecu20m (\$488,000 and \$626,000), rebutting suggestions that it was worth Ecu70m (£16.18m).

EU-wide rules to protect data likely

By Emma Tucker in Brussels

The European Union yesterday took a big step towards adoption of EU-wide data protection rules. Ministers believe they are vital for the development of revolutionary services on the information superhighway.

Ministers meeting in Brussels agreed that plans to harmonise rules protecting personal information would be adopted by the year's end, provided a final text was agreed.

The decision overrode strong objections from Britain which believes legislation is unnecessary and that the Brussels plan will impose heavy costs on the private sector. However, with all other member states backing the initiative, the UK

champion is Chancellor Kohl, who believes they have the answer: a faster route to political and economic union, buttressed by greater powers to the European Parliament and the European Commission, led by an inner core of integration-minded EU states.

German officials agree that the package for eastern Europe reaches the limits of what other countries - notably the Franco-Spanish-led "Club Med" bloc - would tolerate.

France underlined the point by insisting that EU funds for eastern Europe over the next five years would have to be matched with more money for the Mediterranean specifically North Africa.

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Jan 1st is 150

EUROPEAN NEWS DIGEST

Slovaks reach coalition deal

Vladimir Mečiar will form a coalition government in Slovakia with extreme right and left-wing parties on Sunday, more than two months after he won national elections. Mr Mečiar and his Movement for a Democratic Slovakia (HZDS) had previously planned to form a government only after the 1995 state budget was passed. The HZDS – which won 35 per cent of the vote in October's election on a populist-nationalist platform – said it would sign a pact with the extreme right-wing Slovak National Party (SNS) and left-wing Slovak Workers' party. The parties have agreed that the HZDS will contribute 10 ministers, the Workers' party three and SNS two, the state news agency, TASR, reported. Mr Mečiar is expected to return as prime minister after being ousted in March by a parliamentary vote of no confidence. He stunned the caretaker government last month by pushing through a series of controversial laws, effectively giving his coalition parties control of the state broadcast media and state intelligence service. The all-night session also reversed 50 privatisation decisions made by the outgoing cabinet before the elections. *Reuter, Bratislava*

EU clears aid for Eko Stahl

The European Union yesterday cleared a DM910m (SS80m) aid package for Eko Stahl, former east Germany's biggest steel plant, opening the way for Cockerill-Sambre of Belgium to take over, modernise and eventually privatisate the loss-making enterprise. An initial package involving capital injections of more than DM1bn was cut after some EU countries objected, in particular the UK, which did not think sufficient capacity reductions were accompanying the aid. Under yesterday's deal, Germany will cut 41,000 tons of steel capacity in the east. The deal should come into effect on January 1, when Cockerill-Sambre will take an initial 60 per cent stake, with the option of taking the remainder from the Treuhand privatisation agency by 1998. The aid will be used to modernise the plant's cold-rolling mill and blast furnace, but also to build a new hot-rolling facility. *Emma Tucker, Brussels*

EU border checks end in March

The Schengen accord to end border controls between nine European Union states will finally come into effect on March 26 next year, Mr Yves-Thibault de Silguy, one of France's new EU commissioners, told *Le Figaro* newspaper in an interview. "Schengen's all sorted out. On December 22, we will announce that the accords come into effect on March 26," said Mr de Silguy, who takes over as economic and monetary affairs commissioner at the end of next month. "On that date Schengen starts being applied and the signatory countries must take measures to get rid of border controls before the summer," he said. Officials from the nine are due to meet in Heidelberg, Germany, on December 22 to set an official implementation date, which has been put back since January 1993. Last month, Germany said the accords should come into effect by April at the latest. Germany, France, the Netherlands, Belgium, Luxembourg, Italy, Spain, Portugal and Greece have signed the accord. Austria, which joins the EU next month, has observer status. Britain, Ireland and Denmark have kept their distance as have the two other new members, Finland and Sweden. *Reuter, Paris*

Hungary's energy prices soar

Hungary's Socialist-led government yesterday agreed huge energy price rises but backed off from the even higher price increases recommended by its energy office and advisers working on the privatisation of the country's electricity and gas companies. Mr László Pal, industry minister, said electricity prices for households would rise by 65 per cent and for gas by 53 per cent from January. Details of price rises for industry were not given, but Mr Pal said they would be significantly lower than those for domestic users. To soften the blow, the government, which faces nationwide local elections on Sunday, will allocate Ft50m (SS1.2m) from the state budget to compensate those most hit by the increases. The price rises increase the value of the state electricity and gas companies which the government plans to privatise next year, but analysts estimate household energy prices, which are controlled by the state, need to rise by 100 per cent to bring them to world levels and cover production and modernisation costs. *Virginia Marsh, Budapest*

Nadir's debt accord challenged

An agreement between Mr Rauf Denktash, president of northern Cyprus, and Mr Asil Nadir, the fugitive businessman, over settlement of his estimated \$16m (SS6m) debt to the government faced collapse last night after shareholders of his companies disputed his right to use them to cancel his debt. Mr Denktash announced after a nine-hour cabinet meeting on Wednesday night that Mr Nadir would transfer the Cyprus-based Sunwest citrus company, formerly part of his Poly Pechi International group, to the government. In return the government would waive his debts of about \$16m. However, lawyers for PPI's administrators and shareholders denied Mr Nadir's right to sell Sunwest. Although he is a director, they claim, the company is actually owned by an offshore of an Isle of Man company. They are now threatening court action which could unravel the deal. Mr Nadir owes the government back taxes, unpaid rent on leased government flats he manages and social security payments deducted from employee pay but never transferred to the Treasury. *John Barham, Nicosia*

Vladivostok mayor fights back

The former mayor of the Russian far eastern city of Vladivostok, who was forcibly deposed by the regional governor in March, demanded his reinstatement yesterday with the support of citizens' groups. Mr Victor Cherepkov was cleared last Friday of charges of taking bribes – allegations levelled against him by Mr Yevgeny Nazdratenko, governor of Primorsky Krai, the far-eastern region. The *Svoboda* newspaper reported Mr Cherepkov as saying he would sue the governor – who was the object of a report by Russian liberal parties that demanded his sacking on the grounds of arbitrary and corrupt rule. A group of parties in Vladivostok – which has become a byword for organised crime and corruption – issued an appeal to Mr Boris Yeltsin, the Russian president, demanding the former mayor's reinstatement. *John Lloyd, Moscow*

ECONOMIC WATCH

EU unemployment falls slightly

European Union unemployment rate, %

Year	Unemployment Rate (%)
1993	9.5
1994	9.3

The EU's male unemployment rate fell to 9.3 per cent in October from 9.5 per cent a year earlier, while the female rate rose to 12.8 per cent from 12.6 per cent. *Reuter, Brussels*

French non-farm market sector payroll rose by 59,100 (0.4 per cent) in the third quarter of 1994, after gains of 0.2 per cent and 0.6 per cent respectively in the first and second quarters. Industrial production in Denmark rose by 5 per cent in September compared with the same month last year.

UK holds back from Bosnia withdrawal

By Bruce Clark in London and Laura Silber in Belgrade

Britain decided yesterday to keep its peacekeepers in Bosnia for the time being, while the US offered to contribute a "substantial portion" of any Nato force sent to provide cover for a withdrawal.

A White House official said President Bill Clinton "believed it is important the US, as a leader of Nato, be ready to assist our allies if their forces are in danger". But the official

added that Washington still hoped a withdrawal would be avoided and it recognised the humanitarian achievements of the European-led force of UN soldiers in Bosnia.

The latest US pronouncements – acknowledging the peacekeepers' role, while standing ready to help withdraw them if necessary – amounted to a gesture of reconciliation towards Washington's European allies.

In London, senior government ministers decided to keep

the status of British troops in Bosnia "under very close review" after hearing gloomy assessments from Mr Douglas Hurd, foreign secretary, and Mr Malcolm Rifkind, defence secretary.

But no decision was made to withdraw the British contingent of more than 3,000 soldiers, and officials said they were still conscious of the tragic consequences a pullout could have.

The officials said London's pessimism reflected the nega-

tive signals coming from many different quarters in Bosnia, including Mr Radovan Karadžić, whom they viewed as "erratic and unpredictable" despite his offer this week to enter negotiations.

British officials also viewed as "disgraceful" an attack on UK policy in Bosnia by Mr Muhamed Sacirbey, the Bosnian ambassador to the UN, who has accused the UN of condoning the Serbs' conduct.

In Sarajevo, the UN accused the Croatian army of interven-

ing directly in the fighting in Bosnia and called for its immediate withdrawal. The allegations of intervention by Zagreb have renewed fears of fighting between Croats and Serbs.

Mr Momočilo Krajisnik, a Bosnian Serb leader, warned that if the UN failed to act, Serb fighters would be "forced to reclaim Serbian lands" from the Croatian army in Bosnia.

Croatian intervention appears to be aimed at driving a wedge between Serb-controlled lands in Bosnia and Croatia.

Mr Milan Babic, a leader of the rebel Serbs from Croatia, warned that Zagreb's military involvement would sabotage an agreement recently signed between the Croatian government and Serb-controlled areas on the restoration of economic links.

"This participation of the Croatian army clearly breaks international law and is a violation of the sovereignty of the territory of Bosnia," said Mr Thant Myint-U, a UN spokesman.

must be decided by the national governments and the UN security council," he said. "Our credibility is obviously a matter of considerable concern now."

Mr Williams added that the Bosnian Serb high command was "quite adamant" in telling Unprofor last Monday that it would not restore safety guarantees for the Sarajevo airlift as long as its forces were exposed to Nato air attack.

The aerial bridge into Sarajevo has provided 83 per cent of the vital supplies for the Bosnian capital's 380,000 inhabitants since it was started more than two years ago. There are fears that the city will start running critically short of supplies if the airlift is not resumed within a week.

UN sees proliferation of Serb missile sites

Serb forces have installed missile batteries covering at least 40 per cent of Bosnia to blunt Nato air power in a further blow to the viability of the United Nations mission in the country, Reuter reports from Zagreb.

UN officials said that surface-to-air missile systems, springing up on Bosnian Serb-held terrain before and after Nato air raids on Serb targets, have compounded problems clouding the future of UN operations in Bosnia.

Serb forces have set up missiles trained on "40 per cent of Bosnian air space or more" in a challenge to Nato, whose sorties over Bosnia are meant to deter attacks by combatants on UN humanitarian operations.

The rocket sites were thought to be concentrated around the capital Sarajevo, Biljic and Banja Luka. The first two are government-controlled enclaves ringed by Serb forces, while Banja Luka is the largest Bosnian Serb city and bastion of their most

is affecting the reassessment of the Unprofor mission going on in national capitals. There is a limit to what we can endure," UN protection force spokesman Michael Williams

Serb forces have set up missiles trained on 40 per cent of Bosnian air space or more in a direct challenge to Nato air power

vaunted army corps. UN officials said the proliferation of Serb air defence systems, coupled with the Serbs'

told reporters in the Croatian capital. He said Unprofor's flight was symbolised by a new Serb mobile SAM-6 missile battery outside Sarajevo thwarting any resumption of a vital UN airlift to the Bosnian capital. The Serbs also have shoulder-fired SAM-2 and fixed-site SAM-7 missiles. The

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NEWS: INTERNATIONAL

Strong yen biggest risk for Japan

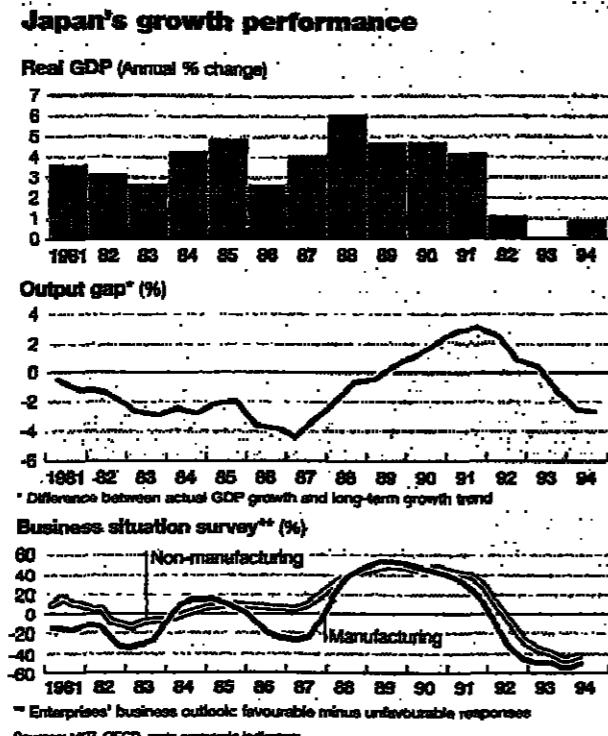
By William Dawkins in Tokyo

OECD The yen's strength is the biggest risk to the emerging economic recovery in Japan, the Organisation for Economic Co-operation and Development warned yesterday.

Its annual survey of Japan argues that the high yen could force companies to reduce capital investment and employment again, in response a decline in export market share. At present exchange rates, gross domestic product is expected to rise by 1 per cent this year - higher than the OECD's previous June estimate of 0.8 per cent - and by 2.5 per cent in 1995.

The OECD does not expect Japan to revert to the high growth rates of the 1980s, though it says there is a "good chance" that this upswing will be more durable than last year's phantom recovery.

A cut in official interest rates could ease the pressure on the yen and lift sluggish credit growth, says the OECD, a regular critic of the Bank of Japan's cautious monetary policy. Yet the need for monetary relaxation is being reduced as the economy strengthens, it admits. The OECD counsels against risking another boom



Source: MTT, OECD, main economic indicators

in asset prices, the main reason why the Bank of Japan is reluctant to cut official interest rates below their already record lows.

On the whole, the Japanese government wins the OECD's praise for the way in which it has pulled the economy out of the deepest recession since

the recession was rooted.

Private consumption stimulated by the tax cuts, appears to be leading a turnaround which started in the first half of this year. Business investment is expected to follow, to stabilize from a four-year decline in the second half of the year and to start growing again in 1995.

However, output will continue to be below potential, so that the present gentle decline in consumer prices will continue in 1995. Unemployment, now at 3 per cent, is expected to drop slightly as growth recovers. Imports should rise rapidly enough for the current account surplus to fall from last year's 3.1 per cent of GDP to 2.8 per cent this year and 2.5 per cent next.

The government should now turn its attention to controlling the budget deficit, which has risen steeply since 1992, so as to fund the fiscal packages.

This piece of advice will please the austere finance ministry as it fights other ministries' claims for increased spending in the final preparation of next year's budget, due to be published late next month.

According to the report, the combined central and local government deficit will rise by two percentage points this year to nearly 6 per cent of GDP. This would bring gross debt, excluding the social security budget, to 83 per cent of GDP, well

above the OECD average. A recently agreed increase in Japan's sales tax will help restrain the deficit and contribute to finding an expected rise in welfare payments, says the OECD. A further shift towards indirect taxation is recommended, because the government is seen as over-reliant on revenues from direct taxation at a time when the income tax take is set to decline because of a fall in the number of wage-earners. The government should meanwhile seek more savings by making the public sector more efficient, the OECD recommends.

In the medium term, the key to sustaining the recovery lies in economic deregulation says the OECD. Yet progress so far in reducing regulations on business, representing 42 per cent of total value added, is widely seen as too cautious and slow, says the study. The four deregulation packages published over the past year covered some of the issues in a 1988 deregulation scheme, much of which remains to be adopted.

The government should switch its deregulation strategy from the present focus on packages containing hundreds of small steps to the sweeping approach advocated by Mr Gaihi Hiraiwa, former chairman of the Keidanren, Japan's leading business federation, in a report to the government.



Kaifu: on top

Kaifu is elected to head new alliance

By William Dawkins in Tokyo

Mr Toshiki Kaifu, a former Japanese prime minister, yesterday staged a political comeback when the country's new opposition alliance elected him as its first leader.

Mr Kaifu, only seven months ago a member of the Liberal Democratic party, now leads the New Frontier party (NFP), the main political threat to his former colleagues. It is the result of a merger of nine opposition groups, to be formally launched tomorrow, dedicated to making Japanese politics more responsive to the aspirations of the electorate than to the will of party factions.

The NFP's birth comes two weeks before the introduction of the new political and electoral system, pioneered by Mr Kaifu, which provided the impulse for its formation.

He won 131 of the votes cast by the NFP's 214 upper and lower house members of parliament, easily beating his main rival, Mr Tsutomu Hata, prime minister of the last government, who attracted 52 votes.

Mr Ichiro Ozawa, Japan's most powerful behind-the-scenes political strategist, who engineered the NFP merger, was elected unopposed as secretary general.

Yesterday's vote reunites the pair who brought the LDP a general election victory in 1990, when Mr Kaifu was LDP prime minister and Mr Ozawa his secretary general. This brings some stability to formerly shaky opposition politics, though the new party is marred by rivalries at the top.

It also gives Mr Kaifu, 64, some compensation for his failed attempt for power on leaving his old party last June in protest at the LDP's decision to back Mr Tomio Murayama, head of the Social Democratic party, to succeed Mr Hata as prime minister. Mr Kaifu stood against Mr Murayama and lost by a wide margin.

Mr Kaifu's first job will be to resolve discord between his most important supporters, exposed by the election battle.

Relations have cooled between Mr Ozawa and Mr Hata, formerly close political partners who brought down the LDP after 38 years in power by leading a defection to form an opposition group early last year.

Despite the problems at the top, the pressure on party members to stay united is strong.

The NFP has 187 seats in the lower house, well short of the ruling coalition's 288. It can increase this only by wooing defectors and by staying united in the general election, which some senior LDP officials favour holding early next year. New funding rules favour large parties.

INTERNATIONAL NEWS DIGEST

Thai coalition faces crisis

Thailand's coalition government has been thrown into crisis after the New Aspiration party of Mr Chavalit Yongchayudh, interior minister, voted with the opposition to defeat a government bill to democratise village government.

Mr Chuan Leekpai, prime minister, was quoted last night as saying he wanted the NAP to leave the government, although this was likely to deprive him of his majority. Mr Chavalit, who is to decide today what to do, had stuck to promises he made to village headmen that he would try to block government moves to open their posts to election.

Yesterday he said: "This idea that all coalition allies must always vote together is something drummed up by the government. We have to vote for what we think is right."

Parliament may not be dissolved as a result, however. Prof Suchit Bunbong of Chulalongkorn University said: "I don't think any of the parties really wants an election - elections are very expensive and even the opposition can't be certain they'll gain seats." Mr Chuan could try to entice one of the opposition parties over to replace the NAP's 51 seats. But he would find it uncomfortable to work with many old-style money politicians in the opposition. William Barnes, Bangkok

Gaza elections still undecided

High-level talks in Gaza and Tel Aviv yesterday cleared the air between Israeli and Palestinian negotiators but did not yet open the door to elections in Gaza and the West Bank. An Israeli official reaffirmed after a special cabinet session that Israel would continue to implement the declaration of principles of September 1993 which mapped out self-determination for the Palestinians. Any modifications would be made through negotiations.

Mr Yasser Arafat, chairman of the Palestine Liberation Organisation, acknowledged "the necessity of the Israelis for security." He was speaking after a meeting with Mr Shimon Peres, Israeli foreign minister. Mr Arafat, Mr Peres and Mr Yitzhak Rabin, the Israeli prime minister, are expected to consult during the Nobel Peace Prize ceremony this weekend.

Eric Silver, Jerusalem

Individual contracts blocked

Australia's Industrial Relations Commission, the main labour market arbitration body, yesterday blocked attempts by CRA, the Australian resources group, to move workers at Bell Bay aluminium smelter in Tasmania on to individual staff contracts. CRA, which is 49 per cent owned by Britain's RTZ, has been at the forefront of companies attempting to introduce individual staff contracts at various sites, but its labour market policies have been strongly attacked by Australian unions.

Nikki Tait, Sydney

Cigarette maker claims win

Philip Morris, the US-based cigarette, food and brewing group, yesterday claimed a partial victory in its battle with the Australian government over the nation's anti-smoking laws, after the government filed amendments to the 1992 act in parliament.

Morris had argued that restrictions imposed by the 1992 law, which in effect banned cigarette advertising, were so draconian that the company was denied the right to take part in debate on political, public and social issues, and "normal" commercial freedom of speech. Nikki Tait, Sydney

S Korean carworkers strike

Workers from four South Korean motor vehicle companies yesterday staged strike to protest at the government's decision to allow Samsung to produce passenger cars. The stoppage reflects worries that Samsung's entry into the car industry will result in production overcapacity that could threaten the future of one or more current manufacturers.

The strikes involved Kia Motors, its truck subsidiary Asia Motors, Daewoo Motor and Samsung Motor, all of which are considered vulnerable to a challenge by Samsung. A refusal to strike by workers at Hyundai, the country's largest carmaker, weakened the industrial action. John Burton, Seoul

Cabinet reshuffle in Tanzania

Tanzania's President Ali Hassan Mwinyi has reshuffled his cabinet after mounting pressure from western donors, angry about corruption. He has sacked Mr Kigoma Malima, his finance minister and replaced him with 42-year-old Mr Jakaya Mwisi Kikwete, a staunch insider of the ruling Revolutionary party. He has fired prime minister John Malecela, a strong reformist, in favour of Mr Cleopa Msuya, who is tipped to become presidential candidate in multi-party elections due next year. Reuter, Dar es Salaam

■ Mr Paul Iserman, senior World Bank director for South Asia, said he had advised both the Pakistani government and opposition to tone down their growing political confrontation for their country's economic benefit. Reuter, Islamabad

■ The Philippines may abandon an economic programme drawn up with the International Monetary Fund if tight monetary targets are not relaxed, according to Mr Cielito Habito, economic planning secretary. An IMF mission is in Manila to review compliance with the targets agreed as part of a \$634m, three-year programme. Reuter, Manila

■ Indian advertising agencies boosted billings 37.4 per cent in 1993-94, according to an annual survey conducted by AdEx, the country's leading marketing and advertising magazine. Shiroz Sidhu, New Delhi

■ The New Zealand government yesterday offered the Maori people NZ\$1bn (£465m) in permanent settlement of all land claims dating back to 1840, but Maori leaders said it was not enough. Terry Hall, Wellington

Tokyo's ruling coalition gets WTO ratified

By William Dawkins

Japan yesterday ratified the establishment of the World Trade Organisation, the climax of a protracted parliamentary session, ending today, the results of which will be felt for many years.

In passing the WTO bills, the three-party ruling coalition of conservatives and socialists has defied its critics. Many thought it would be too divided to govern effectively when it seized power at the end of June, ending the Liberal Democratic party's humiliating year in opposition.

The government has in its first full 10-week session since taking office passed laws to bring significant changes to the political and electoral system, tax, pensions and farming.

The LDP's skill in cajoling and coercing its socialist partners enabled it to dominate important parliamentary committees, where agreements are prepared in private before public adoption in the chamber. The session's achievements, obscured by the political wranglings of the past few months, include:

• Political reform. Japan's discredited old method of choosing members of parliament, a unique multi-seat constituency system where politicians could win a seat with as little as 10 per cent of the vote, switched on December 25 to a mixture of single-seat and proportional representation districts. Many MPs are uncomfortably aware that, as a result, they may now be sitting out their final term.

• Farming. Rice imports are to begin in January, breaking a historic taboo on regular (rather than emergency) sales of foreign rice. This is to happen in small stages, starting with 4 per cent of the market. It shows how the balance of power has shifted from once

influential farming communities to cities, where consumers rather than producers are king. To get agreement on this, the LDP had to resort to traditional methods - a Y6.01bn (£368m) pay-off, officially to help farmers adjust to cheap international competition, also agreed during the last session.

But first, it needed the support of the Social Democratic party.

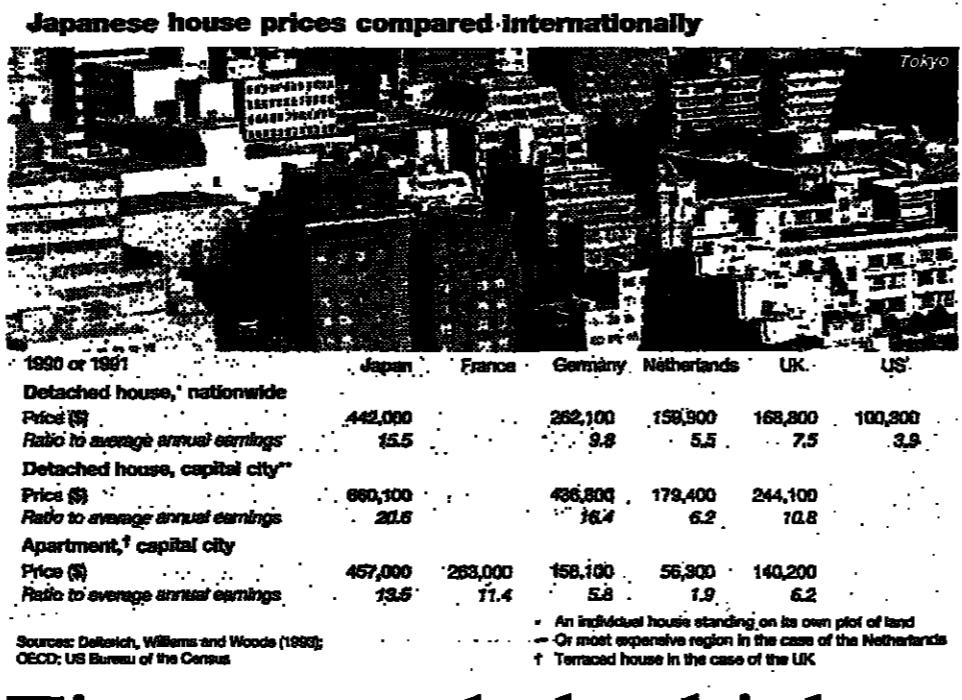
The price of that was another pay-off, to be enacted today, of Y100,000 per family to those still suffering from the effects of the 1945 atomic bombings. Nuclear victims constitute one of the few traditional left-wing causes that the socialists still uphold.

• Tax. An income tax cut, needed to stimulate demand as the economy enters a painfully slow recovery, is to be followed by an equally important rise in consumption tax, from 3 per cent to 5 per cent in 1997, needed to compensate for an expected decline in the income tax base. A botched attempt to achieve this contributed to the collapse of one Japanese government over the past year.

• Pensions. An increase in the pensionable age, from 60 to 65, plus a rise in national pension scheme premiums, against opposition from a weakened union movement. This is needed to reduce demands on Japan's rising budget deficit from the growing number of elderly. More than one in four Japanese will be over 65 by the year 2020, up from around 13 per cent now.

Yet the performance has won little thanks from voters. The sales tax increase is understandably unpopular.

Accordingly, the coalition's approval rating has plummeted during the session, to 29 per cent according to the latest poll, five percentage points lower than a previous survey published just before the session opened in September.



By William Dawkins

Japan's sky-high land and property prices are to blame for some of its most pressing economic problems, according to the Organisation for Economic Co-operation and Development.

Its latest report on Japan argues that more deregulation of the property market would increase quality of life and boost consumption. The need to lay aside nine times average annual income, at today's prices, to buy a small home helps to keep Japan's savings rate the highest in the world, so inflating its politically troublesome current account surplus.

High land prices also explain why Japan's infrastructure is well behind its economic wealth. Only 44 per cent of homes are connected to sewers and Tokyoites have only 2.5 square metres of parkland a head, less than a tenth of the green space available to Londoners, says the report.

The cost of commercial space is a barrier to investment by small and medium-sized firms.

sign companies, one reason why foreign corporate investment in Japan runs at one twentieth of Japanese investment abroad.

By any measure, Japanese land prices are further above international norms than its consumer prices, even after the one-third fall in property values since the collapse of the asset price bubble in 1991. At \$1,800 a square metre, the mean price of Japanese residential land is more than 12 times that of the UK, the most expensive in Europe, says the OECD.

To achieve the Japanese government's target of reducing house prices to five times average income from the current nine times, another 21 per cent fall in prices is needed, estimates the OECD. Radical changes to the tax system, to encourage a more liquid property market, are required. The OECD also calls for more flexible land leasing laws, to make it easier for landlords to change the use of properties.

This would enable a more efficient and concentrated use of land. Contrary to popular myth, Japanese cities are not particularly crowded, just poorly planned. Tokyo's population density, for example, is less than one-sixth that of central New York City. Astonishingly, 15 per cent of Japan's largest cities is farmland, double the housing area. On top of that comes a substantial acreage of vacant parking areas and derelict industrial sites.

City populations are high because cities are more spread out than their OECD counterparts. Japan's largest cities sprawl across an acreage equivalent to half its farmland; the ratio for the rest of the OECD is 8 per cent.

Urban Japan's underused expanses exist partly because capital gains taxes on land decline the longer it is held, the annual tax on fixed assets is very low and land transaction taxes are high. So land is cheap to hold and expensive to sell. The law continues to give landlords no guarantee of being able to repossess property at the end of a lease, so hindering better use of underused land.

Japanese closure in Sri Lanka

By Mervyn de Sáva in Colombo

Noritake, the Japanese ceramics group, has closed its Sri Lanka factory, one of the oldest foreign joint ventures on the island, amid a spate of industrial unrest which is threatening economic problems for the new government of President Chandrika Kumaratunga.

The move by Noritake, which makes tableware in Sri Lanka and had been expanding its plant, follows an eight-hour siege by factory workers on Monday, during which three company executives, including one Japanese, were held hostage. They were eventually rescued by police. The company was quoted as saying that the plant would not reopen unless all labour issues were resolved.

Korea-Ceylon Footwear, another foreign joint venture, has meanwhile seen its shares

A wounded country, sick of war, waits in hope for the fruits of UN-run elections, writes Leslie Crawford

Mozambique queues for a better life

In the port of Beira, the war refugees who squat in the cages of an old zoo are hoping life will get better after Mozambique's first democratic elections, which were held last month.

It could hardly get worse. They have no jobs and little food, their children do not go to school and, until recently, their lives were at risk from two of the zoo's older tenants: crocodiles which had also survived Mozambique's 17-year civil war.

Beira voted solidly for Mr Afonso Dhlakama, the guerrilla leader-turned-edpolitician, as did five of the six most economically important provinces of Mozambique. But Mr Dhlakama's Mozambican National Resistance (Renamo) party did poorly in the capital Maputo, a filthy, dilapidated office block, the local party representative admits he is relieved Renamo did not win. "The government's coffers are empty and we would be castigated for not being able to rebuild the country," Mr Manuel Ferreira says. "In another five years, we will be stronger and have a better chance of winning the next elections."

For the moment, all eyes are turned

to Maputo, where the real political bargaining has begun.

President Joaquim Chissano yesterday opened the country's first multi-party parliament, declaring: "Mutual respect is the first stage of tolerance without which pluralism is impossible."

Both he and Mr Dhlakama have had much to digest since the election results were announced nearly three weeks ago. The Renamo government, in power since independence in 1975, was shocked to discover the extent of Renamo's support. The former guerrilla won 113 of the 250 seats in the new parliament, while Mr Dhlakama polled 33 per cent of the votes cast in the presidential election, against 33 per cent for Mr Chissano. Mr Dhlakama is no longer to be dismissed.

At the same time, Mr Dhlakama knows that his performance at the polls was really a protest vote against Renamo's autocratic 19-year rule. The economic heartland of Beira, traditional and religious chiefs, and the Makusas of northern Mozambique, the country's ethnic majority, have little in common but their hatred for a gov-

ernment run by southerners. Having spent the \$17m (£10.3m) donated by the United Nations to fight the elections, Mr Dhlakama has few resources with which to forge a political party out of such a disparate group of constituents.

JULIO IS

hai coalitions crisis

By Ted Berrada
in Tuxtla Gutiérrez

Mr Eduardo Robledo was sworn in as the new governor of the troubled southern Mexican state of Chiapas yesterday, despite threats by armed rebels there to renew their attacks.

In a ceremony protected by more than a thousand soldiers and plain-clothes police, and attended by the new Mexican president, Mr Ernesto Zedillo, the governor offered to resign, "If that meant the Zapatistas putting down their arms".

A tense truce between the government and the Zapatista rebels has held in Chiapas since January 12 after several days of fighting had killed more than 150 people. The rebels launched their rebellion on January 1, demanding more scope for indigenous peoples in the state and greater democracy. They claim Mr Robledo, of the ruling Institutional Revolutionary party (PRI), won August's gubernatorial election by fraud.

Despite Mr Robledo's offer, the Zapatistas show no sign of giving up their struggle. The masked rebel leader known as Sub-commandante Marcos said



Street protest: Opposition supporters camp in the main square of Tuxtla Gutiérrez, capital of Chiapas state, ahead of Mr Amado Avendaño's parallel inauguration as "governor".

do's resignation is a precondition of negotiations.

The governor's offer to resign is not seen as a real option for the PRI because, if he were to quit, that would be taken as a precedent for other elected PRI officials in Mexico, many of whom are also accused of fraud at the polls.

Soon after Mr Robledo was sworn in, Mr Amado Avendaño, who ran for the governorship for the leftist opposition Democratic Revolutionary party, also took an oath of office before thousands of peasant supporters in the central square of the state capital, Tuxtla Gutiérrez.

Mr Avendaño, who has the backing of the Zapatistas and claims electoral fraud cheated him of office, said he would set up a parallel government in the nearby city of San Cristóbal de las Casas. His supporters say they will pay no taxes to the Robledo government and will continue their civil disobedience.

Officials say they will tacitly recognise Mr Avendaño's role in the hope of maintaining peace in the state and reopening negotiations with the Zapatistas.

AMERICAN NEWS DIGEST

CIA settlement over sex bias

The CIA has agreed to settle charges of sex discrimination by one of the agency's senior female spies in a deal valued at \$410,000 by the spy's attorney. The complaint, filed under seal in federal court in August by "Jane Doe Thompson," a pseudonym for the female CIA employee, portrayed the agency as rife with womenism and drinking and generally hostile to women. Mr James Woolsey, CIA director, said in a statement that he agreed to settle the case but that the organisation "does not concede the assertions of gender discrimination Ms Thompson has made against the agency or its individual officers".

Ms Victoria Toensing, Ms Thompson's attorney and a former Justice Department official, said the lawsuit alleged both sex discrimination and violations of Ms Thompson's constitutional rights. Ms Thompson has been identified by numerous press reports as Ms Janine Brookley, the first female station chief in Latin America and a 21-year veteran of the agency. The reports said her ordeal began when she was sent to clean up the agency's operation in Jamaica. Reuter, Washington

Lung cancer claims Madigan

Mr Edward Madigan, former secretary of agriculture and a nine-term US congressman from central Illinois, died on Wednesday, aged 58. He was diagnosed as having lung cancer earlier this year and was admitted to hospital last week. Mr Madigan, a moderate Republican from Lincoln, was elected to the House in 1972 but lost his bid in 1989 to become Republican Whip to Mr Newt Gingrich of Georgia in a battle between the moderate old guard and the Republican party's younger, more confrontational wing.

He was the ranking minority member on the agriculture committee when President George Bush picked him in January 1991 to succeed Mr Clayton Yeutter. As agriculture chief, Mr Madigan sought to make programmes more farmer-friendly, improve nutritional education, and increase research on new uses for farm products. In his last two weeks as agriculture secretary he presented a plan for closing and merging 1,300 field offices. After putting the plan on hold for a time, the Clinton administration this week announced the closing of more than 1,000 offices in the fourth-largest federal agency. AP, Springfield, Illinois

Bossa nova's founder dies

Antônio Carlos Jobim, the founding father of Brazil's bossa nova music who composed *The Girl From Ipanema*, died of heart failure yesterday in a New York hospital. He was 67. Jobim, Brazil's most prominent songwriter and composer, burst on to the international music scene with the bossa nova sound in the early 1960s. The *Girl From Ipanema* earned him and the late US jazz saxophonist Stan Getz four Grammy awards.

Bossa nova's distinctive rhythms and catchy melodies became a musical craze around the world and influenced jazz and popular music for years. Apart from Getz, Jobim recorded with such stars as Frank Sinatra and British singer Sting. Reuter, New York

Dominant Republicans cloud Clinton successes

By Nancy Dunne
in Washington

President Bill Clinton yesterday signed the implementing legislation of the Uruguay Round - completing the second of three foreign and trade policy successes which were supposed to end his year on a high note.

However, the Republicans, still buoyant over their take-over of Congress, have been capturing the daily headlines with their proposals. The effect has been to marginalise Mr Clinton in both domestic and foreign policy arenas.

A new poll attests to Republican successes. The survey found 41 per cent of voters approved of Mr Clinton's presidency, while 47 per cent disapproved. Two-thirds of Democratic voters wanted to see the

president challenged in his re-election campaign.

This was not how administration planners saw the end of 1994. Mr Clinton was to set a date for regional free trade at the Asia-Pacific economic summit, win approval for Gatt, and complete an historic summit of democratically elected Latin American leaders with a strategy for hemispheric free trade.

But domestic concerns have overshadowed the events. At an emotional ceremony in the ornate hall of the Organisation of American States in Washington yesterday, Mr Clinton tried to address the anxious US middle class. "It is true that one of the reasons for stagnant wages is intense competition in our markets... by people who work for wages our people can't live on," he said. However, stability could not be

restored without growing exports.

"We must go into the 21st century convinced that the only way to preserve the American dream is to be involved with the rest of the world."

The Gatt ceremony was not televised and few Americans will know it took place. Instead, they were hearing from Mr Newt Gingrich, the House speaker-in-waiting.

On Wednesday he clashed funding for congressional caucuses - which brought charges of "ethnic cleansing" from the black caucus. Yesterday he proposed eliminating federal funding for the Corporation for Public Broadcasting, which provides a counterbalance to the religious right and conservative talk show hosts who hold sway over the radio airwaves.

The casino, owned by the province but managed by a consortium of US casino operators, opened last May. With revenues reaching C\$46m in October and expected to total C\$350m-C\$450m for the first full year of operation, it claims to be the most profitable casino per square foot in the world.

"Some casinos would be pleased to have some of our worst days as some of their best days," says Mr John O'Brien, president of Windsor Casino, the operating company owned by Hilton Hotels, Caesar's Palace and Circus Circus.

Meanwhile, the move to the Devonshire Mall has invigorated the art gallery. "We're a business," says Ms Nataley Nagy, the gallery's lively director.

The time has come for museums to show a little muscle, and this was an opportunity for us to do that."

According to Ms Nagy, "The product remains the same, but

we're looking at different ways to deliver it." For instance, the gallery is putting bigger labels on its displays to appeal to a less high-brow mix of visitors.

Attendance has shot up by a third since the gallery opened in its new premises a year ago. Gifts of paintings and sculptures are at record levels.

The richest irony is that the gallery may have a more secure future than the casino.

Although the Windsor casino is the first in Ontario, it is just

Revenue Properties, a Canadian developer, announced last week that it was setting up a division to invest in the gambling business.

"The market is large enough to support several casinos in the area," Mr O'Brien says. The one challenge is that "we may have to work a bit harder and spend a few more dollars from a marketing standpoint."

Mr O'Brien hopes that Windsor's reputation as a safer city than Detroit and US visitors' ability to stretch their dollars by gambling in Canadian currency will keep the crowds coming. On the other hand, some gamblers grouse about Canada's strict drinking laws, which bar casinos from serving free drinks at the slot machines and baccarat tables.

However, the Windsor partners are confident enough about the future to plan to begin construction next spring on a permanent C\$375m casino six blocks east of the art gallery.

The art gallery will probably return to the riverfront property once the casino moves into its own home. It will return in much better shape than it left. The province will pay to convert the building back into an art gallery. Rent paid by the casino during its three-year lease is expected to provide a C\$1m nest egg.

The gallery's president, Mr Ron Ianni, wrote to donors recently that the alliance with the casino "was a unique opportunity for us to build an endowment fund which... we never could have managed, even in 50 years of fund-raising."

Falkland fishing rights talks stall

By David Pilling
in Buenos Aires

Talks between Britain and Argentina over fishing rights around the disputed Falkland Islands have temporarily broken down after the two sides failed to agree on catch quotas.

Although a joint official statement maintained that talks held in Buenos Aires had been "cordial", the two sides remain far apart. Argentina, which still claims sovereignty over the South Atlantic Islands despite its defeat by Britain in the 1982 Falklands conflict, has previously co-operated over the setting of fishing limits.

Mr Fernando Petrella, Argentina's deputy foreign minister, yesterday denied reports that Buenos Aires had unilaterally declared a quota of 220,000 tonnes, but confirmed it

aiming for the maximum catch possible.

He said scientific reports indicated that levels of fish around the islands were such that there was no need to repeat last year's bilateral agreement, in which the Argentines and Falkland Islanders agreed to limit their catch as "the resource was becoming scanty".

The British government is likely to consider provocative a statement by Mr Guido di Tella, foreign minister, late on Wednesday night. He said: "Last year we did not catch our full quota of 220,000 tonnes, but this year we will do so because our scientific information indicates that this will not affect the biomass."

Both governments are insisting talks will be reconvened before the fishing season begins early next year.

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Unprecedented Australian re-development opportunity

Walsh Bay represents an unprecedented re-development opportunity. It is one of the largest waterfront land holdings to be offered for re-development and is in a key and prominent position in the Pacific Region. The site has significant heritage value and is the subject of a Permanent Conservation Order.

Sydney is the host city for the Year 2000 Olympic and the re-development of Walsh Bay will attract those with sufficient vision and resources to maximise its potential.

The site incorporates approximately 8 ha. of land and buildings. An opportunity exists to negotiate a licence of adjacent water areas.

The site is zoned to permit a wide range of uses, with consent. This offering provides opportunities for a developer to create a landmark waterfront development within an historical and significant urban environment. There will be two stages. The first stage will be

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NEWS: WORLD TRADE

All-Americas free trade zone 'by 2005'

By George Graham and Stephen Fisher in Miami

Leaders of 34 countries in the western hemisphere are expected to agree on plans to set up an Americas Free Trade Area by 2005 when they meet in Miami over the next three days in the first Americas summit since 1987.

Just a week ago it seemed likely that no date would be set for completing the free trade negotiations, but negotiators now express confidence that a firm date will be included in the final summit declaration to be issued on Sunday.

"We're making progress towards that and we hope to achieve that by the time we get to Miami," said Mr Mickey Kantor, the US trade representative, who also promised immediate, concrete steps towards economic integration in the region.

While some countries were reluctant to pin down a year, others, led by Argentina, argued that it would be a severe setback if the Americas summit were unable to agree on a date, when leaders of the Asia Pacific Economic Co-operation forum last month had accepted a target date of 2020 for establishing a free trade zone in the Pacific.

Argentina wanted the Americas Free Trade Area to be established even sooner, and the summit declaration is expected to acknowledge this by calling for "progress towards attainment of these objectives by the end of this century."

The declaration of an Americas Free Trade Area is expected to be accompanied by the announcement that Chile will be invited to begin negotiations early next year on joining the US, Canada and Mexico in the North American Free Trade Area.

US administration officials, fresh from their victory in winning approval by Congress of the General Agreement on Tariffs and Trade, are keen to take another step forward towards trade liberalisation.

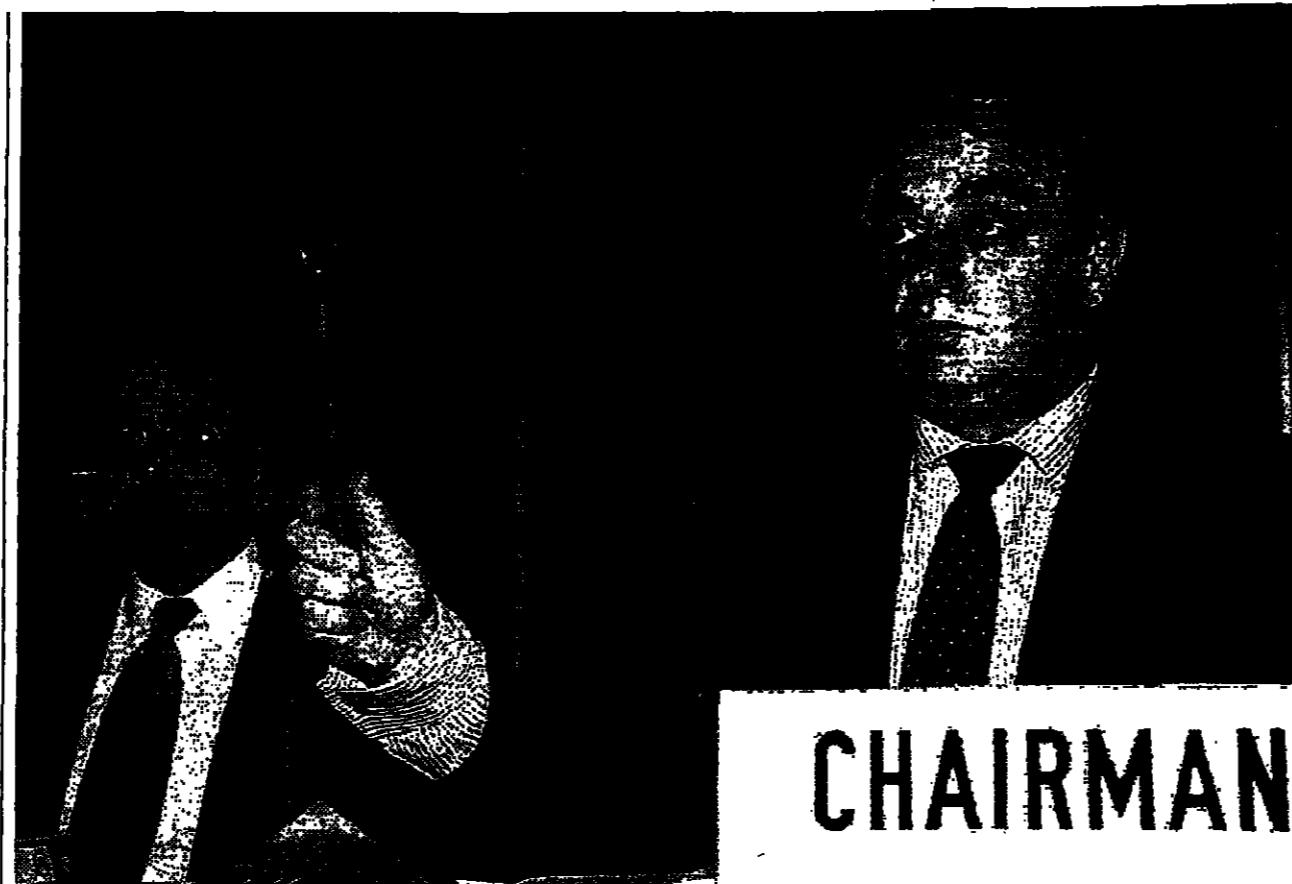
"I think we have to take a lead. If we don't work with our hemispheric partners in building this relationship on trade with the Americas, then we're going to find that the Japanese and the Europeans are going to work to be their partners," said Mr Lloyd Bentsen, the US treasury secretary.

The Miami summit is the first western hemisphere summit to be hosted by the US – something that would have been difficult in earlier decades when the US was viewed as a domineering imperial power by many Latin American countries. Unlike previous regional summits in Panama in 1956 and in Uruguay in 1997, this summit will be attended only by popularly elected leaders. The only country in the region not to be invited is Cuba.

Cuba is not specifically mentioned in the draft summit communiqué, but some Latin American countries are keen to air their differences with the US policy of isolating the government of President Fidel Castro.

US security officials are also worried about the prospect of demonstrations by Miami's 554,000 Cuban exiles, many of whom are angry about the detention at the US military base of Guantánamo of Cubans who tried to reach Florida by raft this summer.

Some Latin American leaders were upset about Mr Clinton's choice of Miami for the summit, partly because it was seen as an obviously antagonistic gesture towards Mr Castro.



GATT chief Peter Sutherland opens the WTO implementation conference in Geneva yesterday. With him is an assistant, Arif Hussain

Inauspicious start for new, more powerful, international trade body

Disputes mar launch of WTO

By Frances Williams in Geneva

Trade envoys from more than 120 nations yesterday gave their formal blessing to the creation of the World Trade Organisation on January 1, following ratification of the Uruguay Round trade agreements by 50 countries.

Mr Peter Sutherland, director-general of the General Agreement on Tariffs and Trade, said at least 100 nations were expected to be members of the WTO on its starting date.

But the launch celebrations for the new world trade body, which will have much wider powers than GATT to police fair trade rules and settle disputes, were muted by continued uncertainty over choosing the head of the WTO and over whether China will succeed in

its attempt to become a founder member.

Trade diplomats said yesterday that the continued stalemate in the three-way contest for the WTO top job made a decision before the end of the year improbable.

Meanwhile, intensive negotiations this month in Geneva on China's bid to join GATT and the WTO have made little headway. "The Chinese are still playing hardball," Mr Andrew Stoler, deputy US GATT ambassador, said yesterday, commenting on four days of bilateral talks between China and the US.

Mr Hugo Paemen, the EU's top trade negotiator, said China's membership negotiations "are not in good shape at the moment".

Beijing, which wants WTO founder-member status, is insisting that substantive talks must be completed before the

end of the year, after which it will make no more trade concessions.

However, the US and other western nations argue that China still appears unprepared to accept fully the fair trading rules that are a condition for GATT and WTO membership, and has failed to offer sufficient access to its domestic market for foreign goods and services.

Apart from the January 1 starting date, the WTO implementation conference yesterday agreed that countries would continue to apply GATT rules to non-WTO members for a further year. Because of the lengthy fact-finding procedures involved, complaints can be brought under GATT's anti-dumping and anti-subsidies codes for another two years.

Beijing's five star tastes

China has become one of the world's greatest consumers of expensive French cognac, luxury liquor company Rémy Cointreau said yesterday. Managing director Patrick Bompard, whose company produces champagnes and speciality liqueurs, said Rémy Cointreau was selling more than FF100m (\$190m) of liquor to China each year. Speaking at an informal meeting of bank, stock market and business officials hosted by Paribas Luxembourg, Mr Bompard said Russia ranked second, after China, in sales for his company. In 1993, the US held top position for expensive liquor sales, and China and Russia did not even appear in the top eight. The Pacific area, including Japan, Hong Kong and Australia, accounts for 34 per cent of Rémy Cointreau's worldwide sales. *Reuter, Luxembourg*

Growth in world trade doubles

The growth rate of world trade in goods is expected to double this year to around 7 per cent from 3.5 per cent in 1993, according to GATT economists. The increase reflects economic recovery around the world, especially in the European Union and Japan. Giving these preliminary estimates, Mr András Szepes, chairman of GATT's contracting parties (members), told the GATT annual meeting that significant cuts in trade barriers negotiated in the Uruguay Round would give the international trading environment a new dynamism and vitality. However, in a reflection of widespread concern among GATT members, he said more attention should be paid to scrutiny of regional trading arrangements and called for a review of the GATT working party system which will be carried over into the World Trade Organisation. More than 50 working parties have failed to agree on whether individual free trade pacts are consistent with GATT. *Frances Williams, Geneva*

British boost for Argentina

Argentina's campaign to re-establish itself as a trustworthy trading partner was boosted yesterday with the underwriting of a \$3.5m buyer credit by Britain's Export Credit Guarantee Department, the biggest such deal since ECGD cover was restored in June 1993. The approval by the ECGD, which suspended cover after the Falklands conflict in 1982, will be seen by Argentina as a significant step towards repairing its damaged international image. In spite of the ending of hyper-inflation and the unleashing of very fast growth rates, Argentina has not yet entirely overcome its past reputation tarnished by military governments and virtual economic collapse.

The ECGD decision follows the successful bid by Babcock International of the UK to supply computer-controlled inspection equipment to the Atucha II nuclear power station being built 70 miles north-west of Buenos Aires. Although ECGD premiums to Argentina were reduced by Britain last December, UK businessmen in Buenos Aires complain that the country-risk premium is still too high, given Argentina's recent solid economic performance. Mr Nicolas Gross-Hodge, president of the Argentine-British Chamber of Commerce, believes British companies may have lost millions of pounds worth of business because high ECGD premiums have rendered bids uncompetitive. *David Pilling, Buenos Aires*

Daimler plans Egypt venture

Daimler-Benz, Germany's biggest industrial group, is planning a joint venture truck manufacturing plant in Egypt to assemble Mercedes-Benz trucks and buses from next August. The deal was unveiled at the European-partner-Middle East meeting this week in Cairo by Mr Edzard Reuter, chairman of Daimler-Benz. The German company, in partnership with Ghelabour Group, the Egyptian motor group, will produce 7,000 trucks and 600 buses a year from a purpose-built plant at New Sainheya outside Cairo. Assembly will begin with 20 per cent locally-made components, rising to 40 per cent after four years. Mr Reuter said. Mr Reuter said he was confident that manufacture of Mercedes-Benz cars in Egypt would follow soon. The truck and bus enterprise will create 1,000 jobs. *Mark Nicholson, Cairo*

UK wins Moscow phones deal

GPT, the UK-based telecommunications equipment maker, has been awarded a \$50m contract to modernise Moscow's telephone network. It is the largest individual overseas order for System X, the GPT-designed exchange which is at the heart of British Telecommunications' UK network, according to Mr Piero Cumberside, GPT sales director with responsibility for the former Soviet Union. He said GPT would install System X exchanges and up to 170,000 digital subscriber lines over two years starting immediately.

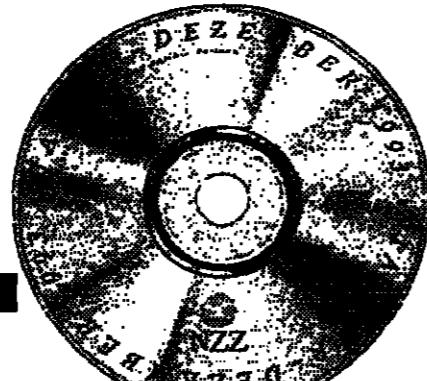
The company, owned by GEC of the UK and Siemens of Germany, would also supply and install fibre optic equipment, smart card payphones and videoconferencing equipment. GPT's contract is with Comstar, a private Moscow company formed in 1989 by GPT and the Moscow Telephone Network which already offers customers in Moscow international, national and local telephone services. Mr Cumberside said contract negotiations had been lengthy; the company had held back from announcing the deal until financing was in place. Loan finance, denominated in dollars, will come from Midland Bank backed by the UK Export Credit Guarantee Department. The Russian state had agreed an inter-government credit to repay the loan in hard currency, the first time such a mechanism had been used in Russia with a private company as beneficiary. *Alan Cane, London*

Rivalries stymie African body

The future of the Common Market for Eastern and Southern Africa, a grouping of 32 states committed to lowering regional trade barriers, has been thrown into jeopardy by the reluctance of countries of the Southern African Development Community, many of them also part of Comesa, to give primary allegiance to Comesa. Comesa, which aims to create a common market throughout the region, was due to be officially launched in Lilongwe, Malawi, yesterday, but proceedings were delayed by calls from southern African countries for the body to be split into northern and southern sub-regions.

Many members of SADC, which comprises South Africa, Tanzania, Malawi, Zambia, Angola, Namibia, Botswana, Swaziland, Lesotho, Zimbabwe and Mozambique, would prefer to focus on removing economic barriers in the smaller body first rather than trying to pursue the more impractical goals promoted by Comesa. A joint SADC/Comesa summit to discuss the issue is likely to be called soon, but analysts see little likelihood of Comesa getting off the ground in the near future. "Liberating trade within SADC is not particularly feasible in the short term, let alone co-ordinating trade policy in 32 countries," notes one regional analyst. *Mark Suzman, Johannesburg, and Reuter*

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ABB loses race for contract to replace 100 trains on London Underground

GEC Alsthom wins \$1.3bn rail order

By Charles Batchelor,
Transport Correspondent

The Anglo-French company GEC Alsthom has beaten the Swiss-owned ABB Transportation to win an order worth 230m (\$1.3bn) to 250m to provide new trains for London Underground.

The deal, to supply and maintain just over 100 new trains for the Underground's ageing Northern Line, is the first significant contract under the government's private

finance initiative. The decision means work for GEC Alsthom's Metro Cammell factory in Birmingham, but is a bitter blow to ABB, which said up to 600 employees at its Derby rolling stock works now face redundancy.

"We are extremely disappointed," Mr Bo Sodersten, managing director, said yesterday. "A major retrenchment of the Derby factory (employing 2,500 people) is now inevitable."

In March the company said it

was axing nearly 700 jobs at Derby. This was followed in September with 268 redundancies at its York plant.

The GEC Alsthom deal provides for payment for the trains and their maintenance to be spread over 20 years. This was what ABB had proposed to London Underground in 1993.

The Treasury blocked the deal for several months on the grounds that it did not transfer sufficient risk to the private sector. Pressure from Conservative backbenchers, London

businesses and the private finance panel finally persuaded it to give way, but the government insisted in March on opening the contract to competition. ABB was completing the delivery of similar trains for the Underground's Central Line and was thought to be well placed to make a competitive bid.

Mr Kenneth Clarke, the chancellor, reaffirmed in last week's Budget the government's commitment to encouraging the private sector to

finance projects traditionally carried out in the public sector. He expects contracts worth £5bn to be signed over the next 12 months.

The order puts a value of about £400m on the new trains with the 20-year maintenance contract worth an additional £400-550m. London Underground will pay GEC Alsthom an annual fee of £40m-45m. The deal breaks new ground by transferring the expense and risk of maintaining the new trains to the manufacturer.

Brewers and distillers attack mini-Budget

By Roderick Oram,
Consumer Industries Editor

The chancellor's increases in drink and tobacco duties drew a chorus of criticism from producers who thought they had detected in November's Budget the first signs of government sympathy for their loss of trade to cross-channel shopping.

"We're shocked. We're picking up the tab for the Tories' political ineptitude," said the Wine and Spirits Association.

"We're outraged and quite shocked. We really feel he's panicked and made an irrational decision," the Scotch Whisky Association said.

Distillers, brewers and tobacco companies had lobbied with unprecedented force before the mini-Budget, arguing that the flow of low-duty paid imports and smuggled goods had reached damaging proportions.

Brewers claimed that such imports account for about four per cent of total beer consumption and 15 per cent of the take-home trade. The UK's third-largest brand of tobacco for hand-rolled cigarettes, Drum, is not officially for sale in the country.

No chancellor can remain unmoved in the face of this," Mr Kenneth Clarke said in his November Budget speech. However, he said the government could not cut alcohol

excise duties without raising other taxes to compensate for the lost revenue.

Recognising the inroads made by imports, the November Budget left duty on beer, wine and cider unchanged but cut it on sparkling wine to remove anomalous tax rates between different types of alcohol.

Clarke's calculations were bad news for smokers



Clarke's calculations were bad news for smokers

holic drinks. Yesterday Mr Clarke added 1p on a pint of beer and 1p on cider, 5p on a bottle of wine, 7p on sparkling wine and 25p on a bottle of spirits, all effective from January 1.

The government's strategy for reducing the attractiveness of drink imports from France

sures mean that a pack of cigarettes will typically cost £2.70 in the UK against £1.70 in France. The Tobacco Manufacturers Association said: "The chancellor has handed tobacco smugglers two wage increases in a fortnight," the association added.

• The City of London took the chancellor's package in its stride, our Economics Correspondent writes. Analysts said the measures were roughly in line with expectations.

Mr David Owen, UK economist at Kleinwort Benson, said: "We were concerned that he was going to announce further cuts in [public spending] control total," which might have been simply due to a reduction in the contingency reserve.

Mr Adam Cole, UK economist at James Capel, said the chancellor "needed to do something which gave a rap on the knuckles to the rebellious backbenchers by imposing small but unpopular tax increases. He can lay the blame for the tax rises fairly and squarely with the rebels."

But Mr Ian Shepherdson, UK economist at HSBC Markets, was disappointed with the package. "The chancellor had a golden opportunity to deal with the Retail Prices Index," he said, adding that a change in indirect taxes would have saved the full amount needed by the government.

Crackdown ahead on cash fraud in Northern Ireland

By Jimmy Burns in London

Government officials have drawn up proposals to combat financial crime in Northern Ireland because of fears that some former paramilitaries may continue racketeering even if a lasting peace is achieved.

Some senior security officials believe a number of former paramilitaries will continue to engage in fraud and extortion, either alone or in organised criminal groups.

They believe that investment generated by the "peace dividend" may present opportunities for financial crime and are insisting that any big investment from the US and the EC must be closely controlled and monitored by civil servants.

They fear that current legislation may not be adequate in the changing political circumstances. Under the UK's Northern Ireland Emergency Powers Act, the security forces act against racketeering and extortion on the basis of evidence that these are contributing to paramilitary organisations.

The Northern Ireland Office's Terrorist Finance Unit, which has co-ordinated a secret war against IRA fundraising for four years, is considering options based on legislation against organised crime in Italy and the US.

The recent armed raid on a Newry post office, in which Irish Republican Army members acting under orders from their local commander

is to begin talks with representatives of hardline loyalist organisations in Northern Ireland next Thursday. The announcement by Mr John Major, the prime minister, came on the eve of historic talks in Belfast between a team of officials led by Mr Quentin Thomas, the second most senior official in the British government's Northern Ireland Office, and Sinn Féin, the IRA's political wing.

The government is keeping open the option of upgrading the tasks to ministerial level later if good progress is made. It is hoped the dialogue will pave the way for Sinn Féin and loyalist representatives to join talks involving Northern Ireland's main constitutional parties. The talks would be aimed at forging a durable political settlement in the province.

Killed one man and stole £150,000, (\$245,000) highlights how closely entangled terrorism and financial crime have become.

It is understood that the IRA leadership has indicated to government officials in the Irish Republic that money from the raid could be returned as a sign that armed robberies have ceased under the ceasefire. But some IRA members who are less supportive of the ceasefire are concerned that the organisation is being financially weakened.

Names may gain concession on cash won in court

Lloyd's seeks deal on losses

By Ralph Atkins,
Insurance Correspondent

Lloyd's of London is to make a fresh attempt at striking an out-of-court deal to end the mass of legal action blighting the insurance market.

A "step-by-step" strategy for breaking the impasse between lossmaking members pursuing claims totalling at least £3bn, and professional Lloyd's agents being sued, was unveiled yesterday by Mr David Rowland, Lloyd's chairman, and Mr Peter Middleton, chief executive.

The process - which at first will not involve negotiations between the parties - is expected to last a few months, with March suggested as a possible

deadline. As an early concession, Mr Middleton and Mr Rowland announced the shelving of plans to force Names, individuals whose assets have traditionally supported the market, to use damages won in court to settle their debts at Lloyd's.

The proposals have themselves become the subject of legal action with groups representing lossmaking Names saying the plan sought to make Lloyd's a preferential creditor and amounted to a retrospective change in regulations.

Mr Rowland and Mr Middleton said they wanted to learn the lessons of the last attempt at an out-of-court settlement, worth £900m, which Names rejected in February. The first

stage this time would be to tackle the dispute between Names and those who provided insurance to the Lloyd's agents being sued, over the funds available for a new settlement.

Solicitors will be asked to verify computer figures showing sums that might be available from "errors and omissions" (EO&O) policies, which provided insurance against negligence.

The calculations will depend on the strength of Names' claims, the wording of policies and on assumptions about whether the first cases in the legislative queue should scoop the "EO&O pot". EO&O insurers believe Names have overestimated the sums available.

Generators are warned on plant disposals

Professor Stephen Littlechild, the electricity regulator, yesterday showed impatience with the two main generating companies over plant disposals, Michael Smith writes. He said he was considering changes in regulations to allow regional power companies to buy plant from the two former state utilities, National Power and PowerGen.

Prof Littlechild said neither had submitted proposals which would meet the terms of an undertaking to try to sell off 5,000MW to 6,000MW of capacity in order to increase competition.

He said he had told the generators that "arrangements which left either company with

the biggest upgrading of Britain's electricity grid network since the 1950s faces further delay with the decision to hold two more public inquiries into sections of the proposed route. The Department of Trade and Industry has announced that inquiries will start in March into two route diversions proposed by the state-owned National Grid Company after previous options were rejected by the government in May. The company says its proposed £200m (£326m) upgrading of transmission lines through 50 miles of northern England is necessary to permit transmission of electricity from gas, hydro and nuclear stations.

Objectors to the proposals, first submitted in 1991 and already the subject of a six-month inquiry in 1992, say that the upgrading is unnecessary and will ruin the countryside with 24 pylons each almost 50m high. The company said that in 1993-94 the electricity market had to pay £67m in compensation to northern generators because of transmission constraints, mainly because of transmission bottlenecks in the area in which route diversions are planned.

Continuing involvement in or significant influence on the commercial operation of the plant would not resolve the underlying competition issues. He asked both companies to explore alternatives.

The generators have until

the end of next year to try to sell the plant, but Prof Littlechild is believed to be concerned about their lack of progress towards meeting the commitment to do so.

His statement comes a month before the government

publishes the prospectus for the sale of its remaining 40 per cent stakes in National Power and PowerGen. The potential problems arising from the plant disposal commitments are a concern for investors. Prof Littlechild has previously

warned that he will refer the matter to the Monopolies and Mergers Commission if he is not satisfied with the outcome. Prof Littlechild said several regional electricity supply companies had asked him about the possibility of relaxing the ceiling of about 15 per cent on generating their own electricity.

Some of the regional companies want it eased to allow them to bid for the National Power and PowerGen plant. Eastern Group and Southern Electric are thought to be among them. But the possibility of regional companies buying more electricity from their own subsidiaries raises monopoly questions.

ENFL would not disclose the details of its proposals, sent to Germany earlier this week. It is thought, however, that it will agree to send back spent fuel unprocessed if requested, providing the Germans agree a substantial cancellation fee.

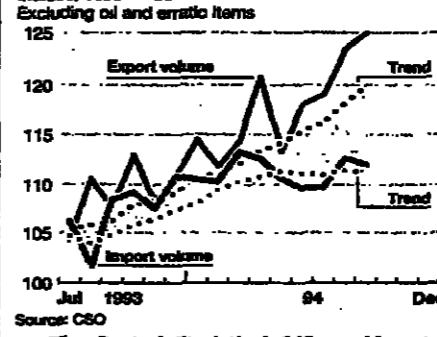
UK NEWS DIGEST

Trade deficit almost at 10-year low

The UK trade deficit fell to its lowest level for almost 10 years in the third quarter of this year. Official figures suggested yesterday that the UK may have recorded a quarterly current account surplus in the third quarter of this year. It would be the first surplus in any quarter for almost eight years.

If the figures are right, they would mark a significant turnaround in the UK's balance of payments position following widespread predictions in the City of London last year that the British recovery would suck in imports and lead to a deterioration in the current account.

Visible trade trends improve



igation into apparent financial irregularities. Mr John Goldring, a partner with Casson Beckman, is well known in the music industry, where many of his clients work.

It is understood that the apparent irregularities involve about £2m (£3.3m). The executive chairman of Casson Beckman, Mr Geoff Barnes, said: "We are all extremely shocked at the circumstances which have led to the departure of John Goldring."

The firm said: "The London firm of Casson Beckman, chartered accountants, announces that John Goldring, aged 58, of the entertainment and media division, has left the firm with immediate effect. This has resulted from on-going investigations carried out by the executive board and their advisers into certain apparent financial irregularities concerning funds over which John Goldring had control by virtue of personal appointments he held in relation to certain clients."

"As soon as Casson Beckman became aware of these matters a special team was set up to investigate the full extent of these apparent irregularities and the few affected clients have been contacted personally."

Mr Goldring's lawyers said that no statement would be made on the matter. Casson Beckman merged this year with Halpern & Wood to form the 16th-biggest accountancy business in the UK with an estimated fee income of £21m.

Managers blamed for business failures

Management is to blame for half of businesses failures, says a survey published today by the Society of Practitioners in Insolvency. Three-quarters of businesses are beyond rescue by the time they enter insolvency, it adds.

Mr Ian Bradbury, society president, said the survey showed better management training was vital to avoid corporate failure. "Management failure is rising as both a principal and a contributory cause of company insolvency. Management helps push its own enterprise over the edge in more than half of all cases."

The survey showed that in one case in ten management was principally to blame for the failure through fraud, bad planning, imprudent accounting, or lack of information. Dr Anne Robinson, head of policy at the Institute of Directors, said she was not surprised by the figures. "We have to have better trained managers. It is absolutely essential," she said.

Knife attacker wounds 14 people in store

Fourteen people were injured today when a man wielding two knives lashed out at customers and staff in a department store in the middle of Birmingham, England's second-largest city. The man slashed staff and shoppers at Rockhampton store as hundreds of people ran screaming into the street.

Twelve of the injured were suffering from minor injuries, and two people's wounds were described as "more serious" but not life-threatening. The man was eventually cornered in the store by police. He was carrying a 30cm broad knife, and another knife was found in the store later.

Ms Clare Dallaway, who was promoting the National Lottery in the store, said: "It was awful; this man was just wildly slashing at the women's throats with a knife. He just suddenly went crazy and was thrashing about with this big knife."

BT faces walkout today

British Telecommunications faces unofficial walkouts and a demonstration by managerial and professional staff in London today. The staff are to protest about a briefing on their pay prospects for next year. The company told the Society of Telecom Executives it intended to differentiate between skills and jobs principally under external market criteria rather than according to traditional internal relativities. Pay would be linked to performance.

The society said this stance threatened to drive down pay rates and would do nothing to redress the effects of the pay freeze imposed earlier this year. The next pay agreement will start in April 1995.

Germans may alter nuclear fuel deal

German electricity companies were yesterday considering formal proposals from BNFL, the UK reprocessing company, which will give them the option of taking back up to 1,400 tonnes of spent fuel they are due to start sending to the UK next year, Michael Smith writes.

Under the terms of a 2900m (£1.476m) contract BNFL is not due to start reprocessing the fuel until 2005. The contract makes no mention of what would happen if the Germans wanted the fuel back unprocessed before then.

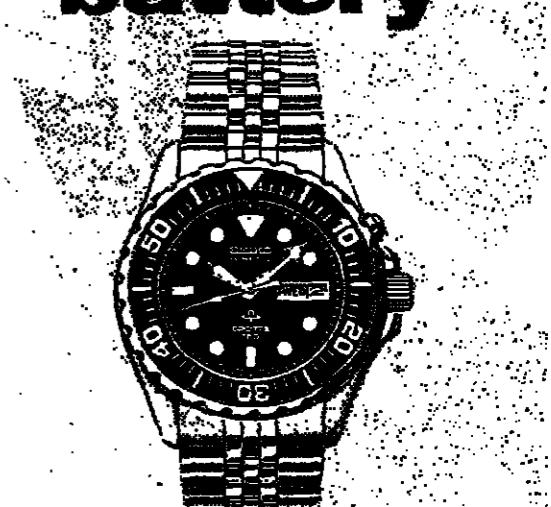
Although the German companies intend to go ahead with reprocessing, they are concerned that political pressures will force a rethink.

Environmentalists in Germany are concerned about reprocessing in the UK because the terms of the contract require the German companies to take back the plutonium and waste material after reprocessing.

The issue has been under discussion between BNFL and the utilities since October. The Germans have been engaged in similar discussions with Cogema, the French reprocessing company.

BNFL would not disclose the details of its proposals, sent to Germany earlier this week. It is thought, however, that it will agree to send back spent fuel unprocessed if requested, providing the Germans agree a substantial cancellation fee.

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PROPERTY

The future of Paternoster Square - the ugly concrete precinct next to St Paul's Cathedral in the City of London - will be decided in the next few months.

But after almost a decade of public wrangling about what should occupy London's most sensitive development site, it will be investors rather than architects or planners which will determine the outcome.

The planning process is finally chugging to conclusion. Last week, Standard Life, the UK life insurance group, won detailed planning permission to redevelop Juxon House, in the south-west corner of Paternoster Square, directly opposite the cathedral.

Paternoster Associates - a joint venture between UK developer Greycoat, Park Tower Realty of the US and Mitsubishi Estate of Japan which owns 4.2 acres of the seven-acre site - should clear the final planning hurdle in January.

It was in 1987 that proposals for a modernist design for the site were scrapped when the Prince of Wales described the competition which produced it as "demonising".

The City of London planning authorities granted outline permission for Paternoster Associates' new neo-classical design in October 1992.

These envisage 750,000 sq ft of offices and more than 80 shops and restaurants to a plan which aims to recapture the pattern of streets and lanes which existed before the area was levelled in the second world war.

Standard Life is now free to build 185,000 sq ft of offices to a design by Whifford Partners, the architectural practice run by Sir William Whifford, who is also a member of the Royal Fine Art Commission.

Including Sudbury Tower, which is owned by Nuclear Electric, the UK utility, the entire Paternoster Square site could accommodate more than 1m sq ft of office space.

But when will the developers have the confidence and financial resources to start work?

Although Standard Life now has full consent, it is by no means clear that it will press ahead with redevelopment of Juxon House. The existing building is let to Barclays Bank on a lease with about 70 years left to run. The landlord would have to be sure of finding a new tenant at rents above current levels to make redevelopment worthwhile.

Paternoster Square: wasted years

- Nov 1985 Consortium led by Stockley and British Land buys Paternoster Square from Church Commissioners for £20m
- May 1987 Mountleigh buys Stockley
- May 1988 Mountleigh takes full control of Paternoster site
- Oct 1988 Mountleigh sells to Organización Diego Cárdenas of Venezuela for £280m
- Oct 1989 Greycoat and Park Tower Realty buy Mountleigh Associates for £160m
- Feb 1990 Mitsubishi Estate takes controlling interest in Paternoster Associates
- July 1991 Greycoat acquires Mountleigh Associates
- Summer 1992 Development work begins

The square in a hole

Investors, not architects, will decide the future of London's Paternoster Square, says Simon London

Mr Alex Watt, property investment manager at Standard Life, said: "The main question is financial: when is the right time for us to build. We will have to ask whether tenants will want to occupy offices next to a major building site. It could make sense for us to wait until the rest of the Paternoster development is finished."

The initiative, therefore, is with Paternoster Associates as owners of the majority of the site. The consortium paid £160m for its slice of Paternoster Square in 1989. However, after five years of delay and planning battles the total cost is thought to be about £260m.

But the market value of the site is now much less - possibly as low as £20m, according to other developers.

Each of the partners originally contributed \$15m equity, with the rest of the acquisition funded with debt provided by Mitsubishi, Greycoat and Park Tower Realty. Since funding the initial acquisition of the site and work carried out since.

Conventional institutional funding would effectively involve selling the finished development forward, which could force the Japanese company to take an unwilling write-down on the loans.

There are doubtless ways in which these problems can be overcome - such as keeping the ground lease with Mitsubishi and granting long subleases to institutions. But time

is running out if Paternoster Square is to capitalise on the shortage of City office space.

On paper, Paternoster should provide attractive accommodation with floors of up to 30,000 sq ft - exactly the type of office space which is now in short supply.

But Paternoster is not the only potential City development looking for institutional funding.

The authorities have already granted planning permission for an extra 13.6m sq ft of office space within the City. Of this, more than 7m sq ft covers sites which are currently empty and waiting for work to start.

The lead-times on property development are such that Paternoster Associates can be fairly confident that there will not be an oversupply of new offices much before 1996.

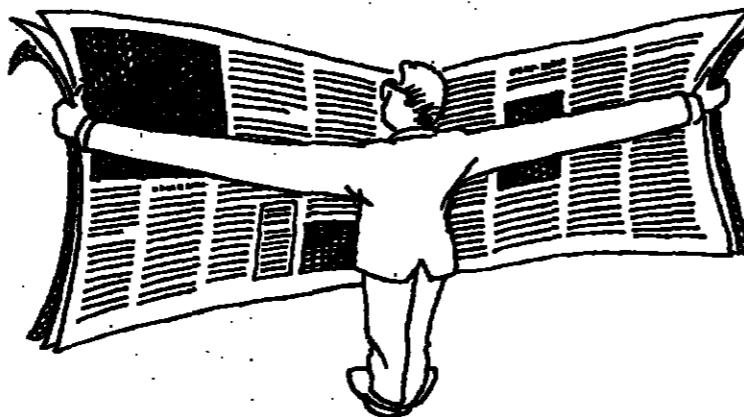
To get the whole development finished by then, though, demands that 10 cranes are erected by the middle of next year at the latest.

Mr Peter Thornton, managing director of Greycoat, conceded that the timetable is tight.

"With a three and a half year development schedule ahead of us we really need to be ready to roll by the middle of next year," he said.

"I would not like to be starting later than the summer. Trying to get the funding sorted out over the next three months will be critical."

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GOVERNO DO ESTADO DO PARANÁ

LEGAL NOTICES

IN THE HIGH COURT OF JUSTICE
CHANCERY DIVISION

IN THE MATTER OF
FREESTYLE HOLDINGS PLC
AND
IN THE MATTER OF THE
COMPANIES ACT 1986

Notice is hereby given that a Petition was on 18th November 1994 presented to His Majesty's Court of Justice for the confirmation of the reduction of the registered share capital of £1,227,720,000 by £1,37,000 from £1,266,000 to £1,252,600.

Participants chosen for the preselection list will be entitled to submit bids for the tender. The bidders must comply with the terms set forth in the prequalification documents. Failure to comply with any of the prequalification terms will entitle Loram to reject the bid.

Preselection documents are available from Loram offices at 7 Mahanot Kafraim Street, P.O.B. 222 Lod. Tel: 08-2461123. Fax: 08-2226133.

The documents are available from December 11, 1994, Sundays through Thursdays between 10:00 - 14:00, at a cost of \$500.

Further details regarding preselection documents may be obtained by telephone at:

Tel: 08-2461123. Fax: 08-2226133.

Preselection documents must be submitted by January 25, 1995 at 12:00. Three copies of the documents are to be submitted in separate envelopes.

Loram reserves the right to reject any or all of the bids.

Notice is hereby given that the said Petition is directed to be heard before Mr. Registrar Beckley at the Royal Courts of Justice, Strand, London WC2A 2LL on the 20th day of December 1994.

ANY Creditor or Shareholder of the said Company is entitled to appear and be heard in opposition to the reduction of the share capital. The Petition should be filed with the Court showing with respect to the capital to which the reduction relates.

A copy of the said Petition will be furnished to any creditor or shareholder on the same by the undermentioned solicitors on payment of the regulated charge for the same.

Dated the 5th day of December 1994.

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Loram - Development Company for Lod-Ramle.

MANAGEMENT

Christie Brown-Hunes and Tim Linder on the challenges faced by new business schools

Riga's recruits

Sandwiched between a delapidated former Soviet military barracks and a dingy Soviet-style apartment block, the renovated Stockholm School of Economics in Riga gleams like a jewel in the winter gloom.

Inside the building the mood is equally bright. "This school will give my opportunities I would never have had otherwise. It is the best in Latvia," says Uldis Kalning, an 18-year-old, high-school graduate and one of 55 students in the first-year intake.

SSSE Riga, inaugurated last month, is a unique collaboration between Swedish and Latvian partners designed to help the Baltic states grow into fully-fledged market economies. It will provide 100 students a year from Estonia, Latvia and Lithuania with intensive undergraduate tuition in economics and business.

The aim is to create a new breed of entrepreneurs, academics and administrators - people who can quickly assume positions of influence and transform attitudes in countries that were part of the former Soviet Union until three years ago.

The school's name reflects the

Bobdan Hawrylyshyn, chairman of the board of International Management Institute of Kiev, and Andrew Masiuk, director general, know all about starting a business school in the old eastern bloc.

Established in 1988 as a joint venture between the then International Management Institute in Geneva (now merged into IMD of Lausanne) and the Ukrainian Academy of Sciences, IMI-Kiev claims to have been the first institution in the former Soviet Union to offer an MBA based on the western model. "Investia carried an article in 1990 saying that if you want to learn about management you need to go to Kiev," chuckles Hawrylyshyn, a Canadian who is also adviser to the Ukrainian president. Hawrylyshyn and Masiuk are in

leading role played by the Stockholm School of Economics, both in initiating the project and providing management.

Indeed, it was a casual chat between Stenman Burenstam Linder, the SSE's president, and some Baltic state students three years ago that first gave rise to the idea. Burenstam Linder seized on it eagerly. "I like bold ideas and I like entrepreneurship," he says.

There were plenty of hurdles, but eventually Burenstam Linder received financial backing, co-operation from the Latvian authorities, and a distinguished building in central Riga to house the new school.

Funding is being provided by the Swedish and Latvian governments, the Soros Foundation, and a few private donors. The Swedish government will provide as much as \$250,000 (£170,000) over 10 years, mainly to cover education costs. The Latvian side meets local charges, such as heating and electricity.

The Soros Foundation gave \$2m (£1.3m) to renovate the building and build a new auditorium. The school is 51 per cent owned by the SSE and 49 per cent owned by the Latvian government.

Three years of normal university



Bright sparks: Riga hopes that its new school will acquire international credibility

teaching will be crammed into two. This saves costs and gets the graduates into the system as soon as possible. The first year's intake is for practical reasons, Latvians only - are aged between 18 and 25 and come from a mixture of backgrounds.

They do not have to pay tuition costs or fund their own mainte-

nance, avoiding a common situation in eastern Europe where students have to take on part-time jobs to finance their studies.

Teaching will initially be carried out almost exclusively by SSE staff, although a much greater local and international input is desired in the long-term. Indeed, great store is being placed on the school's inter-

national credibility, which is one reason why the teaching language is English.

The programme is deliberately being pitched at undergraduates, as there are currently too few good graduates for effective courses to be run at a Masters level. There will also be a doctoral programme, but this will be run out of Stockholm until it has been built up in Riga.

The worry with this arrangement is that it increases the risks of a "brain-drain". If students decide to continue their education abroad after the two years in Riga, the chances of them staying abroad rather than working back home increase.

The hope is that over the next 10 years the school will attract donations, building up a sufficient endowment to stand on its own feet. When this point is reached, it would no longer be run by the SSE.

If the venture is successful - and the early signs are promising - Burenstam Linder sees no reason why the concept should not be transplanted to other former Soviet cities such as Tallinn or St Petersburg.

The project is seen as a practical way for Sweden to support the Baltic states while helping to cement long-standing cultural and historic ties. "A lot of aid to eastern Europe disappears down a black hole. Here we have full control over how it is spent," says Per Unckel, a former Swedish education minister who was involved with the project.

But there are also voices of caution. Peter Wallenberg, one of many top Swedish industrialists who attended the inauguration, says the school can only do part of the job of transforming the economies of the Baltic states. "It is very important that the students come out into an environment which they recognise from the instruction they have had. Otherwise they will go abroad," he warns.

CBH

ern MBAs more than happy these days to increase their market worth by 50 per cent.

Of the 160 alumni, whose number includes Roman Shpek, the Ukrainian minister of economics, the vast majority have stayed at home setting up new businesses or working for foreign joint ventures.

IMI-Kiev's so far positive experience contrasts with the mostly disappointing attempts by western business schools to export management education to the east.

"They have mostly done virtually nothing," scoffs Hawrylyshyn. "Very few people knew anything about eastern Europe, while their interest coincided with the economic crisis and tight budgets."

The major concern of the European employers is to reduce unit labour costs to a minimum in return for cuts in working time, there seemed little awareness of the global pressures being imposed on employers to keep their unit labour costs under control.

Robert Taylor on the European trend towards flexible working

Time is up for 35-hour week

ways working time is organised. More often than not this is being done without bargaining.

Trade union responses to these developments have been defensive, piecemeal and grudging. However, there are growing signs of change. Dieter Schulte, president of the DGB, the German Trade Union Confederation, argues that the unions must establish a co-operative strategy with employers over working time. He also acknowledges that economic growth alone is unlikely to create enough jobs to resolve Europe's unemployment crisis.

But the often confusing

discussion revealed an enormous

variety of contrasting union

attitudes from the different EU

countries.

Some are coming to terms with the vast increase in part-time employment, most significantly the Dutch FNV union

confederation which wants to

encourage the spread of part-time

employment among workers.

"It is an instrument for social change to achieve a better distribution of work for all, an improvement in

men's employment

participation and a fairer

distribution of unpaid work

outside the workplace," argues

Ike Van den Berg, an FNV board

member.

Trade union officials from

elsewhere in Europe, though,

emphasised the need to annualise

the number of hours people work

as a means of reducing excessive

overtime work and ensuring more

stability in shift working.

What was missing from the

conference, however, was any real

awareness of the conflicting views

of European employers. Many

union officials remain frozen in

the views of nearly 20 years ago

when trade unions in western

Europe were stronger and more

self-confident.

Notwithstanding the ETUI's

research papers which emphasised

the need for productivity gains in

return for cuts in working time,

there seemed little awareness of

the global pressures being

imposed on employers to keep

their unit labour costs under

control.

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PUBLIC NOTICES

NOTICE PUBLISHED BY THE SECRETARY OF STATE UNDER SUB-SECTIONS 8(5) AND 10(6) OF THE TELECOMMUNICATIONS ACT 1984

The Secretary of State hereby gives notice as follows.

1. He proposes to grant a licence under the Telecommunications Act 1984 ("the Act") to Liberty Communications Limited, formerly Millcom Holdings (UK) Limited, ("the Licensee") to run telecommunication systems throughout the United Kingdom. The licence will be for a period of 25 years subject to earlier revocation in specified circumstances.

2. The principal effect of the licence will be to enable the Licensee to install and run telecommunication systems throughout the United Kingdom. The Licensee will be able to provide a wide range of services but excluding mobile radio services and certain international services. The licence authorises connection to a wide range of other systems. The Licensee will be able to carry broadcast entertainment services. On securing a share of 25% or more of the market in respect of particular services in an area specified by the Director General of Telecommunications, the Licensee may be obliged to make available those telecommunication services to all who reasonably request them within that area.

3. The licence will be subject to conditions such that section 8 of the Act will apply to it, thereby making each of the systems run under the licence eligible for designation as a public telecommunication system under section 9 of the Act. It is the intention of the Secretary of State to designate each of the Licensee's systems as a public telecommunication system.

4. The Secretary of State proposes to grant the licence in response to an application from the Licensee for such a licence because he considers that it will help to satisfy demands in the United Kingdom for the provision of services of the type authorised, will promote the interests of consumers in respect of the quality and variety of such services, and will maintain and promote effective competition between those engaged in the provision of telecommunication services.

5. He proposes to apply the telecommunications code ("the Code") to the Licensee subject to certain exceptions and conditions throughout the United Kingdom. The effect of the exceptions and conditions to the application of the Code is that the Licensee will have:

- (a) to comply with various safety and environmental conditions, in particular (with certain exceptions) to install lines underground or only on such above-ground apparatus as is already installed for any purpose;
- (b) to comply with conditions designed to ensure efficiency and economy on the part of the Licensee, in connection with the execution of works on land concerning the installation, maintenance, repair or alteration of its apparatus;
- (c) to consult certain public bodies before exercising particular powers under the Code, including the local planning and highway authorities and English Nature, Scottish Natural Heritage, the Countryside Council for Wales, the National Trust and the National Trust for Scotland, as well as relevant electricity suppliers;
- (d) to keep and make available records of the location of underground apparatus and copies of the exceptions and conditions in the licence to its powers under the Code; and
- (e) to ensure that sufficient funds are available to meet certain liabilities arising from the execution of street works.

6. The reason why the Secretary of State proposes to apply the Code to the Licensee is that the Licensee will need the statutory powers in the Code to install and maintain the telecommunication systems which are to be installed and run under the proposed licence.

7. The reasons why it is proposed that the Code as applied should have effect subject to the exceptions and conditions referred to above are that they are considered requisite or expedient for the purpose of securing that the physical environment is protected, that there is no greater damage to land than necessary, that the systems are installed as safely and economically as possible, and that the Licensee can meet (and relevant persons can enforce) liabilities arising from the execution of works.

8. Representations or objections may be made in respect of the proposed licence, the application of the Code to the Licensee and the proposed exceptions and conditions referred to above. They should be made in writing by 16 January 1995 and addressed to the undersigned at the Department of Trade and Industry, Telecommunications Division, Room 2.78, 151 Buckingham Palace Road, London, SW1W 9SS. Copies of the proposed licence can freely be obtained by writing to the Department or by calling 071-215 1756.

Jill Knight
Department of Trade and Industry

LEGAL NOTICES

No. 60725 of 1994

IN THE HIGH COURT OF JUSTICE CHANCERY DIVISION

IN THE MATTER OF INCEPARTNERSHIPS PLC

AND IN THE MATTER OF THE COMPANIES ACT 1985

NOTICE IS HEREBY GIVEN that a Petition was filed on 15th November 1994 in the High Court of Justice for the confirmation of the reduction of the capital of the above-named Company from £1,000,000 to £100,000.

AND NOTICE IS FURTHER GIVEN that the said Petition is directed to be heard before Mr Justice Eversley in the Court of Justice on Wednesday, 25th January 1995 at 10.30 am.

ANY Creditor or Shareholder of the said Company desiring to oppose the making of an Order for the confirmation of the reduction of capital should appear at the time of hearing in person or by Counsel for that purpose.

A copy of the said Petition will be furnished to any such person requiring the same by the undersigned Solicitors on payment of the required charge for the same.

Dated this 9th day of December 1994

Nicholson Graham & Jones
25-31 Montague Street, London EC2R 4AR
Solicitors for the above-named Company

No. 60726 of 1994

IN THE HIGH COURT OF JUSTICE CHANCERY DIVISION

IN THE MATTER OF WESTERN TELECOM SERVICES PUBLIC LIMITED COMPANY

AND IN THE MATTER OF THE COMPANIES ACT 1985

NOTICE IS HEREBY GIVEN that a Petition was filed on 15th November 1994 presented to you, Her Majesty's High Court of Justice for the confirmation of the reduction of the capital of the above-named Company from £5,000,000 to £500,000.

AND NOTICE IS FURTHER GIVEN that the said Petition is directed to be heard before Mr Justice Eversley in the Court of Justice on Wednesday, 25th January 1995 at 10.30 am.

ANY Creditor or Shareholder of the said Company desiring to oppose the making of an Order for the confirmation of the reduction of capital should appear at the time of hearing in person or by Counsel for that purpose.

A copy of the said Petition will be furnished to any such person requiring the same by the undersigned Solicitors on payment of the required charge for the same.

Dated this 9th

ARTS

Jazz in 150

A well-conducted partnership

Richard Fairman reports on an eventful year for the newly-knighted Simon Rattle

There are not many knights under the age of 40. When the news broke of Simon Rattle's knighthood in June this year, one of the musicians in the City of Birmingham Symphony Orchestra told his colleagues, "Our Simon has been made a saint". Typically, Sir Simon's own reaction was more down-to-earth. "The first thought I had was 'I'm not dead yet'."

Seeing that one of his exclusive young artists was breaking into the top league, EMI Records had already decided that 1994 would be the year of Simon Rattle. The plan was to tie in new recordings with major appearances worldwide, such as Rattle's debut with the Vienna Philharmonic last December and the CBSO's visit to Warsaw, for which journalists were flown in from around the world. EMI says it wants "to give a sense of focus" to a highly-valued artist, but a hard-nosed businessman will recognise a marketing plan when he sees one.

The major classical record companies are having to work hard to maintain profitability. As recordings from the 1960s and '70s are sold at ever lower prices, the set is being saturated with versions of the standard symphonies and concertos. It is no surprise that some of the big companies, with their expensive conductors, record

ing Beethoven's symphonies for the third time, are struggling to balance their books.

EMI regards itself as well placed with Rattle. Unlike many of the top conductors, he has made his central interest the music of the 20th century. The bulk of his recordings are of Mahler, Stravinsky, Britten, Bartók and other modern composers, rather than the classics. Promoting living British composers - such as Mark Anthony Turnage, who was the CBSO's composer-in-residence - is a serious responsibility in Rattle's eyes and his record company is encouraged to see it the same way.

He persuaded EMI to record Nicholas Maw's *Odyssey*, a hugely expensive undertaking, which will not break even for years, if at all. The company denies that this was the price it had to pay to keep Rattle on board. Roger Lewis, Director of EMI's Classical Division, says that it is a "crude simplification to weigh up the account in that fashion. 'We want to look at our relationship in an enlightened and mature way. There is a synergy; the benefit from making that recording gets reflected throughout the rest of his catalogue'."

He stresses that the company's commitment to Rattle is long-term - a phrase which means what it says in this industry. After 17 years with EMI, Rattle's recordings have only recently gone into profit. The pay-back on investment with classical musicians has to be counted not in years, but in decades. (With that in mind it will be interesting to see what EMI intends to do with Franz Welser-Möst, its other exclusive young conductor, only in his 30s, but wobbling in his career at the moment.)

As 1994 comes to a close, the Rattle year is being counted a success. Lewis says that the effect of the marketing blitz has been "measurable in sales terms" with a significant uplift in the US, where Rattle conducts in Boston and Los Angeles. They would expect to adopt the same approach again. Meanwhile, for Rattle, the path ahead looks assured, not least at EMI, with whom he has signed a new contract which stretches into the next century.

In Birmingham, he is unassailable. The CBSO will want to build on its music director as long as it can, certainly until the climax of its "Towards the Millennium" project, which lasts until the year 2000. This year's programme exhibits every sign of confidence. The season opened with a performance of Schoenberg's massive *Gurrelieder*, which sounded glorious in the fine acoustics of Symphony Hall and

was warmly received, despite less than ideal soloists.

Then last week, Rattle and the CBSO presented a major premiere by the Russian emigre Sofia Gubaidulina. *Entzugsat*, this is described by the composer as "a desire to convert the vertical time of timeless imagination into a linear form"; whereas to the listener it is more a succession of very striking sounds that may, or may not, have any deeper meaning. What is impressive is that it was done at all.

The orchestra it demands (including six horns, electric guitars, accordion and an array of percussion) is vast and the cost surely enormous.

A broad, Rattle is said to have enjoyed himself immensely in Boston, which rumour suggests may offer a serious ambition for the future. He is also a regular visitor to Berlin, where he offers characteristically unusual repertoire. His first recording with the Berlin Philharmonic, issued this autumn (another Rattle landmark), was Liszt's *Faust Symphony* and he also plays a feather in his cap as the first conductor to put Rameau on the orchestra's music-stands. "After the initial chaos - and it was utter chaos - they took it with such warmth and vitality. I was delighted, because I was as nervous as I've ever been there, and I'm never less than petrified."

The steady rise of his career is mirrored in his philosophy. "You learn in increments. Every month I am learning some great truth and wonder how I managed without it before. But I do suspect people who say it gets easier, because every little bit of wisdom brings its complications. Almost all musicians have areas that are easy for them, but it doesn't mean those are the ones they will do the best. With some pieces of music one is fated to fail."

At so early a point in his career the knighthood raised other problems. "My misgivings were personal. I considered very quickly what it meant for my parents. The thing that convinced me was thinking of the use that Ian McKellen has made of his knighthood, turning it into extra ammunition for an extraordinary crusade. There is going to be another big fight for the arts in this country over the next 12 months. I am amazed that people can so blithely take the existence of the orchestra in this country for granted, because extinction is close for many. I have the feeling that we'll have to use those extra three letters for whatever additional weight they may carry. It's just a shame that a knighthood can't be backward-looking. My mother would make an ace Lady Rattle."



Simon Rattle: unlike many top conductors, his central interest is 20th century music rather than the classics

Theatre

Grimm Tales

There are few tales in the Brothers Grimm more unlikely than the history of the Young Vic over the past year. Since salvaging the artistic directorship from a crisis of confidence that eventually heralded the departure of his co-director Julia Bradley, Tim Supple has drastically re-scored the theatre's signature tune.

Supple has put commercial credibility back on the agenda with a little less of the inconvenient ideals, and a little more populist nous. Hot on the heels of John Byrne's *The Stob Boys Trilogy*, the theatre's first major critical success this year, comes *Grimm Tales*, a selection of eight disparate rumbles from the 201 stories the Brothers managed to collate from the dark ages of European folklore.

The striking fact of Supple's devised production is that it spans the adult/child age gap. A predominantly older audience might have preferred a grimmer night - some of the real gory tales have been left on the shelf - but Carol Ann Duffy's adaptations have taken off many of the Disney filters that have domesticated the stories since the first edition in 1812.

When the cast first spill out onto Melly Still's slatted stage in *Hansel & Gretel*, dressed as if headed for one of Bruegel's peasant orgies, there is little to disguise the atmosphere of desperation that winds through the characters as they spin in and out of the story as narrators or in character.

With Chris Davey's lighting spiking the gloomy atmosphere through the floor, and Adrian Lee's mesmeric triumvirate of acoustic musicians kneading eerie medieval rhythms, this is no frothy ride from backwoods poverty to an MGM Oz. Rather it is a dark and disturbing journey through childhood fears harnesses compellingly by Linda Kerr Scott's Mother, who transforms from hard-edged Scottish drabness to the skeletal short-sighted crone. Even when Sarah C. Cameron's Gretel undoes her down a stage trap into the oven, her grasping hands with six-inch fingernails continue to rear out of the stage smoke, forcing Gretel to dispatch her with a kitchen knife.

If more epic tales, like *Iron Hans*, fail to grip with the same direct expediency as *Hansel & Gretel* or the seminal *Ashputtel* (*Cinderella*), this is because they lack their



Sarah C. Cameron and Linda Kerr Scott in *Hansel and Gretel* Alastair Macaulay

rough-hewn, gothic immediacy. Similarly *The Golden Goose*, though obviously emblematic, is a lesser, more pantomimic force. But *Ashputtel* is undoubtedly Supple's *tour de force* in this highly physical staging. There is little on the evening's menu to equal the moment when Linda Kerr Scott and Sarah C. Cameron as Ugly Sisters winchingly slice off their toes and heels to fit the fated shoe; until that is, Dan Milne's Mother Spirit plucks out both Sisters' eyeballs on the day Natasha Potts' cinderella *Ashputtel* marries her Prince. But the most vindictive scenes are shared by Alan Parris's improbably lugu-

rious Step Mother, when she hands out the scissors to her daughters, and Paul M. Weston's creepily aloof Father who rebuffs the Prince with "there's only a grubby little kitchen maid my wife left behind". Retribution is rarely so sweet in Grimm.

With such uncomplicated sentiments and spoken fears, *Grimm Tales* has a rare potency that usefully challenges the relentless numbing violence of a video age.

Diana Southwell

Grimm Tales continues at the Young Vic until January 21

● Das Rheingold: by Wagner. Conductor Horst Stein, production by Götz Friedrich at 7.30 pm; Dec 9

● Siegfried: by Wagner. Conductor Horst Stein, production by Götz Friedrich at 5.30 pm; Dec 14

● Staatsoper Unter den Linden Tel: (030) 2 00 4762

● Die Verurteilung des Lukulius: by Paul Dessau. Conductor Hirsch, production by Bergbaus at 8 pm; Dec 15, 18 (3 pm)

● Die Zauberflöte: by Mozart. Conductor Daniel Barenboim, production by August Everding at 7 pm; Dec 14

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When Mr John Major, the UK's prime minister, addresses the international investment conference in Northern Ireland next Wednesday, it will almost certainly have crossed his mind that Britain could reap considerable dividends from peace in the province.

The UK exchequer currently subsidises Northern Ireland to the tune of £3.5bn annually. This is the net subvention after taxes and other receipts, and excludes the direct costs of the British army presence, which could add further £500m to the bill. In total, the province is costing UK taxpayers the equivalent of about 2p on income tax.

Government spending per head of Northern Ireland's 1.6m population is around 50 per cent higher than for the UK as a whole. Security does not account for all of this difference. Public spending per head is also higher in industry, agriculture, health and education. Subsidies to these areas, with spending on security deducted, accounts for approximately 20 per cent of the province's gross domestic product of nearly £13bn.

The evidence of such large subsidies is manifest. The modern port at Larne is considered more efficient than Dublin's, and handles much of the Republic's exports. Some of the new housing estates in inner-city areas rate among the best in the UK. The transport system is heavily subsidised, and the capacity of the province's road network far exceeds traffic.

The province also receives money from the European Union, under the Objective 1 programme, targeted at areas on Europe's fringes with per capita income of less than 75 per cent of the EU average. The province is due to receive £1bn between 1994 and 1999, from the EU's structural funds under this programme.

Objective 1 funds paid for a recent expansion of Belfast International Airport, which is now handling 2.3m passengers a year on direct flights to 11 destinations. They also funded the installation of electricity on Rathlin Island, the only inhabited island in the UK.

The moves towards peace are generating further aid commitments. EU leaders are expected to agree new aid to bolster the peace plan at today's Essen summit. These peace grants could total Ecu300m (£233m) between 1995 and 1999.

Mr John Hume, leader of

The peace prize

Britain would gain from investment in N Ireland, says Stewart Dalby

The Social Democratic and Labour party has been a tireless and successful fund raiser for Northern Ireland and was instrumental in setting up the International Fund for Ireland, which promotes cross-border co-operation with the Republic of Ireland. This fund has drawn contributions from the US as well as the EU and now stands at \$150m.

Sir George Quigley, for many years permanent secretary at the finance department of the Northern Ireland Office and now chairman of Ulster Bank, defends the level of spending.

In education, extra spending is needed to fund three different kinds of schools

claiming that in Northern Ireland special factors are at work.

Given the unique situation here with sectarian divisions, and employment problems it has been necessary to spend money to achieve a degree of stabilisation. It is important to try and mop up unemployment.

In education, for example, extra spending is needed to fund three different kinds of schools: church schools, predominantly protestant state schools, and non-sectarian state schools, he says. He also points out, as do many others, that Northern Ireland has the best A-level results in the UK.

Spending on health and hospitals has been necessary not just because of the violence, he says, but also because Belfast and Londonderry have suffered from inner city deprivation, leading to a generally low level of health.

However, Sir George con-

cedes that Northern Ireland has become a largely public sector economy - described by many commentators as a dependency culture. Forty per cent of those in work are employed by the public sector, double the UK average.

In particular, the security industries have been an important provider of jobs, especially for protestants, with 12,000 full and part-time members of the Royal Ulster Constabulary. There are also 6,300 full and part-time members of the locally recruited Royal Irish Regiment. Jobs in the police mean income and mortgages and money pumped into local economies.

And Northern Ireland has an extremely high level of unemployment. Its traditional industries such as shipbuilding, engineering and textiles have been in long term decline, with manufacturing accounting for 18 per cent of employment.

The violence created difficulties in attracting outside investment and inward investment has been drawn only through the liberal use of grants. This year the Industrial Development Board for Northern Ireland will spend £148m in attracting new investment in one of the most expensive job creation schemes in the UK.

However, the alternative, of unemployment, has also placed a heavy burden on government spending. At 12.7 per cent, the jobless total in Northern Ireland is the highest average in the UK. This reflects a higher proportion of women included in the labour force than in the rest of the UK. But it has also been exacerbated by the high level of live births, which is the greatest in western Europe - higher even than the Republic of Ireland. This has generated a constant stream of young entrants to the labour market, even after allowing for emigration.

Against this background, Sir George estimates that a lasting peace could mean a loss of 20,000 jobs, which would be a considerable addition to the 100,000 already out of work.

In the longer term, jobs are likely to be created in a revived tourism industry and from closer integration with the Republic, this will not compensate for the jobs lost unless there is considerable inwards investment.

Even with peace, Mr Major cannot expect to cut the bill in the foreseeable future. But ultimately it will mean a reduction of the public sector's role. Hence the great emphasis on attracting investment for permanent jobs.

But there will have to be

more than a simple ratio between the chief executive and the lowest paid in any company.

Unfortunately, the ratio approach ignores important differences between companies, particularly structural ones. Some companies are very flat. In a cleaning firm, for instance, Mr Blackaby's cleaner may be only one or two layers down from the chief

executive. Therefore the appropriate ratio may be 5:1. On the other hand, a hotel conglomerate may justifiably have 10 or more layers between the two positions, requiring 50:1.

The simplest way to approach pay fairness is to look at the differential which should be paid to someone when he has to take on a position at the next level of responsibility. Just as a tradesman needs a salary enhancement to take on the foreman's job, so a director should expect to receive a differential for being appointed as the chief executive.

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Frankfurt brushes up its act

Germany's financial capital is improving its appeal as a regional centre, says Andrew Fisher

Frankfurt: raising its profile

Year	Number	Total value	Biggest issue	DM
1992	8	805	Walter Bau	388
1993	6	967	Heit & Werner	291
1994	10	1,020	Hanover Re	550

Source: German Stock Exchange, Frankfurt

Volume of business on Frankfurt stock exchange

Year	1990	1991	1992	1993	1994
1990	2,355	35	1,123	1,257	
1991	2,450	70	905	1,165	
1992	3,162	69	976	2,168	
1993	4,873	71	1,413	3,650	
1994	5,201	74	1,415	3,750	

Source: German Stock Exchange, Frankfurt

Strengths and weaknesses of Frankfurt

It is in New York, Tokyo and London that the biggest concentrations of financial talent and banking strength lie.

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FINANCIAL TIMES

Number One Southwark Bridge, London SE1 9HL
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Friday December 9 1994

Clarke fills his VAT hole

Parliament sank VAT on domestic fuel on Tuesday evening. Yesterday, Mr Kenneth Clarke responded, in a sensible fashion.

The idea of VAT on fuel is not in itself objectionable. A uniform VAT would distort consumer choices less than the VAT the UK has, combined with suitable tax and benefit offsets for those on low incomes, a uniform VAT could also be more progressive than the taxes the UK has. What was wrong with this proposal was the inadequate compensation to lower-income households, other than pensioners.

The measure was thrown out for other reasons as well. Among them was the perception that taxes were being raised this year, to be lowered next. Such a switch may be politically acceptable if the unpopularity of the increases is less than the popularity of the subsequent reductions. In the case of VAT on fuel, that was hardly the case.

The chancellor could have gone about the lost revenue, on

the grounds that it was marginal. But total revenue is raised from a series of individually marginal taxes. Once made, a budget judgement needs to be adhered to, unless economic circumstances have altered dramatically. More important, the Commons has to appreciate the basic disciplines of budget-making. Once a budget has been devised, any loss of revenue entails additional revenue or additional expenditure cuts.

As the Institute for Fiscal Studies noted, yesterday's changes are progressive. Because the replacements are also taxes on sin (in which category driving is now included), there should be little political opposition.

What are the lessons of this experience? One is to avoid mid-year budgets, since taxes may not look as urgent when they are introduced as when they are announced. Another is to eschew particularly unpopular taxes if you have a small majority. They seem painfully obvious now. They have certainly been painful.

A new Japan

Japan has changed a good deal in the year since the Organisation for Economic Cooperation and Development's last assessment of the country's economic prospects.

The economy has finally begun to emerge out of recession. And the political turmoil of recent years - though far from over - has given birth to a clear challenge to the one-party rule of old.

The Japanese electorate will tomorrow gain a credible alternative to the ruling Liberal Democratic party, with the inauguration of the New Frontier Party, to be led by Mr Toshiki Kaifu. A few days later, the country will also gain a new central bank president, Mr Yasu Matsushita, who takes over from Mr Yasushi Mieno on December 16th. The OECD survey, published yesterday, gives reasons for both new arrivals to be optimistic about the future, but little cause for complacency.

The report confirms that the economy entered a "phase of gradual recovery in the second half of this year". The organisation now predicts real GDP growth of 1 per cent in 1994, a little more than it forecast in June. GDP growth is expected to pick up further in 1995, to 2.5 per cent, though this will depend heavily on the strength of the yen and Mr Matsushita's approach to his new job.

His predecessor's overriding objective was to foster economic growth without the barest hint of inflation. Consumer price inflation has indeed fallen steadily since the middle of 1993. The domestic deflator for GDP - a less distorted measure of domestic prices - fell in the third quarter of this year, for the first time in seven years. Most believe that official measurements significantly understate the extent of the decline in prices, which shows little sign of being reversed.

Another wave of such reforms is due to begin in the spring of next year. As the OECD admits, important steps have been taken in recent years to ensure that the fragile, consumer-led recovery of the past few months will lead to a longer-term re-balancing of the Japanese economy. In the medium term, the development of a new source of political authority in the Diet ought to facilitate more rapid reforms of the regulatory and fiscal systems.

Japan is unlikely ever to repeat the heady export-led growth of the past few decades. Some of the seeds of a new kind of growth have been laid in recent years.

They will need active nurturing, however. Japan's new, and not so new, leaders ought to convince themselves that it is a welcome task - and press on with it.

Warburg's choice

S.G. Warburg has always looked like the UK merchant bank most likely to succeed in the fiercely competitive global investment banking business. Its decision to accept the status of junior partner in a proposed merger with US investment house Morgan Stanley will thus be seen as a blow to the prestige of the British-owned merchant banking fraternity. Yet it is hard to see how Warburg could win a lasting place at the top if it confined itself to it alone. For while it has long been the most internationally-minded of merchant banks, it has signalled failure, over decades, to make convincing inroads into the world's toughest markets, most notably the US.

That is not to decry the achievement of Warburg's management. The successful completion of the merger of the separate broking, jobbing and merchant banking businesses of Rowe & Pitman, Mullen, Akroyd & Smithers and S.G. Warburg at the time of the Big Bang was a remarkable achievement. Equally striking has been Warburg's strength in the rapidly growing cross-border financial business and in a wide range of domestic activities. Yet the figures fail to impress if measured by the highest standards.

The net income of Warburg's potential partner, Morgan Stanley, grew around seven-fold from before the firm's flotation in the mid-1980s to \$7.3bn last year. Over the same period its capital rose more than fourteen-fold from \$1.5bn to \$4.5bn. In dollar terms, Warburg's post-tax profits rose from \$85m to \$281m between 1986 and the end of 1993, while its capital increased only four and a half times from \$50m to \$2.3bn. Morgan has lost some of its edge since the early 1980s and has suffered defections. But in a global game where a capital of \$5bn is probably

the minimum entry fee, it was still in with a chance.

While the figures are not wholly comparable, Warburg has clearly found the going tougher. Yet its preferred solution should not give cause for concern about the City's international competitiveness. The readiness of Deutsche Bank and others to locate much of their capital market activity in London reflects the very opposite of the branch plant syndrome. Within the European time zone, London still has most to offer and has seen substantial job growth since Big Bang, much of it in foreign firms. Part of London's strength has precisely been its openness to foreigners, as the names of British merchant banks so eloquently attest.

It is nonetheless worth asking why one of the best managed British banks has failed to make it to the very top. Wall Street firms enjoy an undeniable advantage in the size of their domestic corporate sector. Yet Morgan Stanley had less capital than Warburg in the mid-1980s and has outgrown it by a huge margin. Warburg, meanwhile, failed to pull off a merger with Kuhn Loeb in the 1980s, an alliance with Paribas in the 1970s or to make a success of the joint acquisition with Paribas of US commercial paper firm A.G. Becker later in the 1970s.

That inevitably raises questions about the attempt to resolve a strategic problem via a merger. Management cultures in banking rarely mix well. Cross-border alliances in this area have, in the main, been fraught. The wider question is whether the fully integrated global investment banking game, which is increasingly dependent on low-grade trading profits, is worth the candle. Warburg's founding genius, Sir Siegmund Warburg, had little doubt that small was best.

It takes four days to drive 1,500km from Delhi to Bombay, three months to get electricity connected in Madras, and up to five years to obtain a telephone line in Calcutta.

Such poor infrastructure is acting as a drag on the Indian economy, and threatens to undermine the market-oriented reforms launched three years ago by Mr P.V. Narasimha Rao, Indian prime minister.

Out of necessity, rather than ideological conviction, Mr Rao has been forced to open telecommunications, power and basic services to private investors, in an effort to raise the billions of dollars needed to build the backbone of a modern economy.

In electricity, government planners estimated in the early 1990s

that

the country would need to expand its generating capacity of 70,000MW by 49,000MW in 1992-97 to meet forecast increases in demand. In fact, less than 20,000MW will be built, because of the squeeze in public spending. Simply making up the shortfall would require about \$2bn of private investment.

As for telecommunications, India has one of the world's least developed networks, with just eight telephones per thousand people compared with 14 in China and 190 in Malaysia. The government estimates that clearing the existing waiting lists would require 1.5 million of private investment - on top of Rs300bn earmarked from public funds for 1992-97, the period of the current five-year plan.

And in transport, the ministry has listed construction schemes worth \$60bn, including motorways, roads and bridges for private companies to build, own and operate by charging tolls. Officials are also seeking investment in shipping and ports, including a \$500m scheme for a new terminal at Bombay.

With only China and Indonesia

offering opportunities on this scale, companies have flocked to India.

The power ministry boasts of proposals from more than 100 companies, including international companies such as General Electric and Bechtel of the US, National Power of the UK and ABB, the European combine. No fewer than 84 companies bid for contracts to provide telecoms paging services. And 42 companies have asked for detailed project information on roads.

As Mr Rejeet Talwar, a senior transport ministry official, says: "The amount of money we need to invest are immense. But we have had an overwhelming response from private industry."

However, there have been few actual commitments. Investors are still unsure that India represents a good long-term bet, and there have been delays on the Indian side. Time and again, the government has raised expectations with sweeping policy announcements, but

dragged its feet in deciding important details. Mostly, this is because few countries have any experience of private investment in infrastructure on such a large scale.

Mr John Mall, project director for National Power, which is developing a \$1.8bn power station scheme in the central state of Andhra Pradesh in partnership with the Hindujas, a London-based business family, says: "Nowhere in the world has a project of this size been done."

The delays have also been caused by the complexities of Indian decision-making. Both the ruling Congress (I) party and the bureaucracy have long been wedded to socialist traditions. Genuine converts to free-market capitalism are few, and decisions are taken cautiously.

Often officials have deliberately kept rules governing private sector investment vague, to maintain their discretionary powers - and opportunities for demanding bribes. As Mr Maumoham Singh, the

Minister of power, telecommunications and surface transport, said:

"There are complaints that the opening up process is not transparent. I think there is merit in these complaints and we have to attend to improving the system."

In addition, power is shared in India by many institutions, both central and local, including the state administrations. The world's largest democracy dislikes government by fiat. Legal challenges are frequent: for example, the award of licences for cellular telephone operators was delayed for more than 18 months by court action.

Nevertheless, progress is being made, notably in power, where the government is encouraging up to six fast-track schemes, which it hopes will be finalised next year. The framework for private power operations has been worked out in negotiations with the would-be investors, notably Enron, the US energy group, which is planning a 650MW plant in the western state of

Maharashtra, in partnership with General Electric and Bechtel.

The investors' main concern was ensuring payment from the loss-making state electricity boards, which dominate power distribution and are politically controlled. The boards are required to supply low-cost or even free power to favoured customers such as farmers.

After negotiations, it was agreed that state administrations would guarantee the boards' payments, and Delhi would counter-guarantee the state, at least for the first few projects. This has been criticised in India for relieving investors of some of their commercial risk and allowing politicians to postpone the reform of electricity distribution.

Nevertheless, building companies, like their counterparts in power and telecommunications, are swarming into India. As Mr Amit Sharma, director for central and south Asia at Motorola, the US electronics group, says: "Everybody wants to be in Asia, especially China and India. Today they want to be in India even more than in China. But lots of patience is required."

The 3,000MW of power that the

Source: Ministry of power, telecommunications and surface transport.

Jobs for life still available to many

It is a widely held belief that "lifetime jobs" have become a thing of the past. This view informs debates on a wide range of topics including the future of the welfare state, employment policy and training.

Presenting the report of Labour's Social Justice Commission, Sir Gordon Borrie, the commission's chairman, wrote: "Governments have failed to keep pace with revolutionary changes that have transformed the nature of work and society. There has been an economic revolution in skills and competition. It... killed the notion of a job for life."

Management expert Charles Handy also believes that "no longer can one expect to sell 100,000 hours of one's life to an organisation".

The general argument is that with greater international competition and the introduction of new technology, pressures on the labour market to adapt have meant jobs of shorter duration.

Our research has found little evidence of such changes. In an annual series of large, representative surveys, workers have been asked:

"How long have you been with your present employer?" In 1975 the average for men was 10.4 years, and 6.3 for women. Nearly two decades later in 1992, the average for men was 9.5 years and again 6.3 for women.

Two points follow from these figures. First, they provide scant evidence that the pattern of a typical working life has changed fundamentally. For men, this is a decline of about 8.5 per cent over 18 years; for women there is essentially no change.

These small differences suggest that popular assumptions about a transformation in the nature of jobs are misleading.

Second, it is clear that, on average, people hold their jobs for a long time. These data relate to the length of time people have been in their present jobs so far. We can use estimates of the chance of them continuing in those jobs to calculate the average completed job tenure. In 1990, this is about 18 years for

men and 12 years for women. Such numbers suggest that most people can still expect a stable long-term job at some stage of their careers.

In fact, these averages summarise quite a complex pattern. The figures show a lot of people with short jobs and a lot of people with very long tenures.

This is particularly marked for men, with 29 per cent having com-

pleted tenures of less than five years, and 24 per cent with jobs lasting more than 30 years. If jobs lasting 20 years or more can be labelled "lifetime" jobs, the UK labour market in 1990 is still capable of offering such jobs to 45 per cent of all male workers.

It is also true, of course, that a substantial fraction of the work-

force has jobs that last only a very short time. But this has been the case for at least the past 18 years, and there does not seem to be any substantial increase in the number of jobs of short duration.

Looking back over the past 18 years, there has been a gradual increase in job duration as the labour market worsened from 1979 to 1983, and a subsequent fall as times improved through to 1990. Job duration increased slightly between 1991 and 1992 as unemployment began to rise again.

There are two reasons that explain this cyclical pattern. First, fewer people are hired in a recession, so there are fewer people who have been working in their jobs for only a short time.

Second, those who are in work tend to remain in their jobs for longer. These two factors mean average job duration tends to rise in recessions.

For men, the fall in the average length of a job has been greater since 1984 than the rise in the years before. It may be that part of this fall is due to the sort of longer-term changes in labour markets that

have been discussed recently. But while there has been some change, the fall has not been substantial.

One explanation of the relative constancy of these averages might be that increases in the rate of job changes were cancelled or offset by changes in the proportion of young and old workers. But analysing the changes by age shows much the same pattern across age groups.

It may be that we are on the verge of a new world where jobs for most people do not last very long. However, there is little evidence of such change during the 1980s and early 1990s. The British labour market still offers "lifetime jobs" to a substantial fraction of its workforce.

Simon Burgess and Hedley Rees

The authors are in the Department of Economics at the University of Bristol. Simon Burgess is also a member of the Centre for Economic Performance

Saucy ganders

■ What do John Major, Douglas Hurd, Michael Heseltine and Sir Edward Heath have in common? Why, all are committed to putting Britain at the heart of Europe, of course. How curious, then, that not one of the four saw fit to support the government when the Commons voted to give the European Union finance bill a third reading in the early hours of yesterday morning.

And what happens to members of parliament who defy the government in confidence votes? Well, last time, the eight Conservatives who defied the whip over the bill's second reading were suspended from the parliamentary party.

Quizzed as to why the four bigwigs did not vote yesterday, Downing Street swiftly pointed to the size of the government's majority - an admittedly hefty 272.

But one of last week's rebels, Michael Cartlidge, MP for Great Yarmouth, was stripped of the whip after abstaining on a confidence vote the government won by 285 votes. Grounds for a choice worded letter to the chief whip?

To the dogs

■ All right, so it is the wrong Morgan that is in "merger" talks with S.G. Warburg. While everyone

OBSERVER



'At least the champagne's still nice and chilled'

away - too close to Deutsche

Bank-owned Morgan Grenfell. Warburg would want a sharper distinction from its old rival - even if a degree of fellow feeling might be kindled between proud Brits forced to fall back on foreigners' superior resources.

Warburg Morgan or Warburg Morgan Stanley is a non-starter; seeing that the Americans will constitute two-thirds of the new company. Stanley Warburg, on the other hand, is worse - sounds like a long-lost relative of old Sir Siegmund's.

All of which suggests that the pair will wind up with the most obvious: Morgan Stanley Warburg. All was rubbed into the wounds

of the poor souls forced out: a few close presidential advisers are being allowed to remain and enjoy their customary state-funded plumpness.

At least everyone now knows who is in and who is out - literally.

First and last

■ Whatever one thinks of the cogency of the arguments advanced by British Gas to support chief executive Cedric Brown's remuneration levels, the logic at work in the lower echelons of the utility is certainly less than perfect. Promoting a monthly direct debit system for setting the gas bill, the company writes to an FT reader proudly announcing that, "as a valued customer, we thought you should be among the first to know about an important new way to save money". Sadly, the impact, if any, was rather blunted by the accompanying sign-off: "Act now and join the other three million customers who already use this method..."

English disease

</div

RECRUITMENT

Jobs: The need for paper qualifications is becoming less important in some areas of selection

Proving a point without formal certificates

How much should we insist on formal qualifications to do particular jobs? How much do they obscure objectivity in assessing people's ability to carry out work?

The Employment Service, a UK Civil Service agency which runs high street job centres, has gone some way towards answering these questions by dispensing with the need for paper qualifications such as GCSEs for most of its entrants.

It happened about three years ago when the service, anxious to attract a broader range of job candidate including more ethnic minorities, older applicants and women returners, designed an application form that sought to identify people's particular job competencies.

We can define competencies - civil service psychologists call them 'widgets' - as those skills, abilities or behavioural

traits that differentiate levels of performance in a job. Psychologists looked at the typical Employment Service roles and identified nine prime competencies most useful for doing the job. One of them, numeracy, in fact, was not identified as being so important, but the Treasury, which had a hand in sanctioning the exercise, insisted on that one.

The nine competencies included such qualities as getting on with people, oral communication skills, planning work with the right priorities, and managing change.

"We found that educational qualifications weren't terribly good predictors of people's ability in these areas," said Roger Cross, a principal psychologist in the service who worked on the new entry requirements.

These were then incorporated into a new application form, notable principally for its omissions. Nowhere does it ask

for educational qualifications. Instead it poses questions, based on the identified competencies. For example, in a section designed to discover a candidate's ability to get on with people it says: "Executive officers have to be able to deal with people, relate to colleagues and the public, even in difficult circumstances. Please give an example of how you have had to deal with difficult or unco-operative people."

When confronted with the new application forms, candidates found them difficult at first, said Gross. "It was a cultural shock to people used to filling in forms based on qualifications and CVs to actually have to think about some of these things," he said.

The downturn in unemployment since the new system was introduced has meant that the service has had comparatively few new recruits in the past three years with which to

PERCENTAGE OF EXECUTIVES AT EACH PAY-LEVEL HAVING EACH OF THE FOLLOWING BENEFITS:												
Salary band (£ a year)	Full use of company car %	Avg. list price of car £ %	Free fuel %	Help with house-buying %	At least 6 weeks holiday %	Enhanced pension %	Free medical insurance %	Share-option scheme %	Save as you earn %	Profit sharing %	Telephone expense allowance %	
20,000-25,000	51.2	12,815	26.6	4.4	3.1	4.7	51.0	5.3	19.1	17.8	19.7	
25,000-30,000	72.7	13,526	35.1	5.1	3.4	4.8	54.6	8.8	21.3	13.9	23.7	
30,000-35,000	84.2	15,101	46.1	6.5	4.4	8.4	62.0	13.0	29.0	15.1	25.7	
35,000-40,000	90.7	16,270	51.5	4.8	7.4	16.1	64.8	20.2	34.8	13.5	30.0	
40,000-45,000	90.0	17,641	59.7	4.8	12.1	26.7	64.0	31.1	41.8	15.9	37.1	
45,000-50,000	92.8	19,032	60.0	5.4	16.9	34.2	66.5	37.8	45.6	19.3	41.6	
50,000-60,000	94.3	19,801	67.6	9.4	16.1	41.1	69.5	47.0	51.0	19.8	40.9	
60,000-70,000	95.0	21,513	69.2	8.2	14.7	52.5	70.6	50.7	50.7	22.5	42.7	
70,000-80,000	93.3	23,490	72.0	12.9	16.5	48.4	68.0	55.1	47.1	22.7	36.9	
80,000-90,000	94.9	26,380	79.0	10.9	16.8	60.1	68.1	62.3	52.9	33.3	43.5	
90,000-100,000	93.9	27,823	77.6	8.2	23.2	54.1	65.3	62.2	44.9	34.7	48.0	
100,000-120,000	92.4	27,631	74.5	11.5	23.7	60.5	67.5	61.8	52.2	28.3	38.2	
Over 120,000	95.0	30,674	75.0	7.5	15.8	62.5	65.0	77.5	67.5	35.0	33.7	
All ranks 1994	78.2	-	46.5	5.8	8.2	19.5	81.1	22.9	32.5	17.8	28.0	
All ranks 1993	77.9	-	8.7	12.4	19.1	21.6	26.1	14.5	33.1			

qualifications one candidate simply wrote: "I have been an unqualified success in every job I have undertaken." The employer recruited him and he went on to become one of its best traders.

The table (left) is compiled from P-E International management consultancy's 1994 survey of executive salaries and benefits in the UK. It was carried out in July and covered nearly 9,000 executive grades ranging from chairman to junior manager employed by 62 companies.

The extract covers fringe benefits typically awarded in UK executive ranks. It's interesting to note, if you look at the figures, that the rule seems to be the higher people are paid, the more chance they seem to have of getting benefits. The complete report, which includes data on salaries and bonuses, costs £100 and can be obtained from Karen Gallagher at the consultancy's address, Park House, Wick Road, Egham, Surrey TW20 0OH, telephone 0784 434411, fax 0784 476369.

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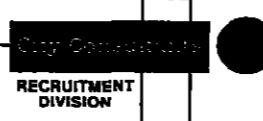


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An outstanding opportunity to join the Corporate Finance Division of a leading international integrated securities house. Having an enviable track record in privatisations, our client is now expanding its equity origination group which targets lead management roles in issues by world-class corporations. A reputation for innovation is coupled with substantial underwriting capacity and placing power.

The position is supported by a group of Corporate Finance Analysts who conduct transaction-oriented research and analysis upon target companies and their industries, principally throughout Europe in the telecommunications, transportation, energy and utilities sectors. You will play a leading role in developing transaction structure recommendations and valuations, and participate in client presentations.

The successful candidate is likely to be a graduate in a quantitative discipline, and possibly a qualified accountant. This is an active marketing role, but could suit someone with 3-5 years relevant research and analytical experience in a US investment bank, or a similarly demanding environment, who is seeking to progress. You will have solid appreciation of the securities industry, a thorough understanding of capital structures and be ready to act as mentor for junior staff.

Interested candidates should forward a detailed CV, in confidence to: Anthony Cooke, Hoggett Bowers, 5 Bream's Buildings, Chancery Lane, London, EC4A 1DY, 071 430 9000, Fax: 071 495 5995, quoting Ref. HAC/6343/FT.



Hoggett Bowers
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Equity
Origination
Technical
Marketing

Leading International
Securities House

City Based

Minimum £50,000
Plus Excellent Benefits

INVESTMENT MANAGEMENT

CITY-BASED

The Equitable Life is one of the country's most successful life assurance and pensions offices with investment funds in excess of £1bn.

We are looking for two individuals, one to join a small team managing a North American equity portfolio and one to join a small team managing a Far Eastern/Japanese equity portfolio.

With approximately 2 years' experience of fund management, the successful applicants are likely to have a good degree

as well as finely tuned communication skills. In respect of the Far Eastern appointment, experience of the Japanese market would be considered particularly beneficial.

In addition to prospects for career development, the appointments offer an attractive salary and excellent benefits.

Apply in writing with a CV to: Susan Castagnini, Staff Recruitment & Development, The Equitable Life Assurance Society, Walton Street, Aylesbury, Bucks HP21 7QW.

The Equitable Life

TOKAI BANK EUROPE

Risk Advisory

We are looking for a high calibre individual who is seeking a challenging and rewarding role to join our Corporate Finance Department. As part of a sophisticated derivatives house, our Corporate Finance group offers risk advisory and derivative services to a broad base of clients throughout the world.

Our highly successful Risk Advisory group requires a junior professional to supplement our experienced team. This position offers an excellent opportunity for an individual who is looking for international exposure, growth and career potential.

Responsibilities will include working as part of a core team on mandated projects, participating in marketing efforts, and writing proposals for potential clients. The ideal candidate would have 2-3 years of experience working in a risk management role for the treasury department of a major corporation or the risk management group of a financial institution. A highly quantitative background is required as well as a demonstrated detailed understanding of derivatives portfolio risk management. Excellent oral and written communication skills are also essential. Knowledge of a foreign language is a plus.

Remuneration will be commensurate with your skills and experience. Please reply with CV to Personnel Department, Tokai Bank Europe Limited, Mercury House, Triton Court, 14 Finsbury Square, London EC2A 1DR or fax to 071 628 6417.

Job in 150

McKinsey & Company

Corporate and investment banking specialist for management consulting

McKinsey & Company, an established world-leader in management consultancy, is looking for a specialist who can bring a detailed knowledge of corporate and investment banking to the solution of complex business problems facing financial institutions.

Whereas career progression in the banking sector traditionally concentrates on high technical specialism rather than general management development, consultancy at McKinsey provides an exciting opportunity to develop and broaden your managerial capabilities while continuing to apply your expertise within the field.

Working with some of the biggest names in the industry, you will be responsible for helping teams to develop in-depth, practical solutions that deliver significant improvements to clients' operational and commercial performance. Based in London, you will spend about a third of your time working directly with clients, usually as a member of a multi-disciplinary team. Major responsibilities will also include contributing to our own research and development effort - enhancing our knowledge base and deepening our insight into issues of key importance to wholesale finance clients - and defining and establishing resources to support our wholesale finance infrastructure across Europe.

You will need an excellent academic record, including at least a 2.1 honours degree. You must also have between 5 and 10 years' professional experience with a major corporate or investment bank, including exposure to at least two of: sales and trading; corporate finance; back office operations; specialised lending; global custody; investment management; strategic planning. Your technical knowledge must be matched by assured communication skills and an enthusiasm for solving difficult problems and tackling new areas of knowledge.

Remuneration is highly competitive, and comprehensive benefits include company car, non-contributory pension and relocation assistance if appropriate. All progression within McKinsey is strictly merit-based, and specialist roles such as this offer an established career route to the highest levels of the Firm. If you are keen to apply your expertise in a consistently challenging environment, please mail or fax your full cv (including A-level and degree grades, and current salary details) to our advising consultant: Niall Macnaughton, BBM Associates, 76 Watling Street, London EC4M 9BZ. Fax: 0171 248 2814.

DIRECTOR OF FUTURES OPERATIONS LONDON

Chicago based int'l futures brokerage firm is seeking a qualified individual to supervise our growing London operation. Responsibilities include all treasury, banking, clearing, systems and accounting operations. Qualified candidate should have a minimum of 5 years experience in futures/derivatives markets, multi-national treasury experience and strong management skills; knowledge of London markets a plus. Send resumes to: Dept. 11CH495 Nationwide Confidential Reply Service, 35 E. Wacker Drive, Chicago, IL 60601. EOE.

WOLFSON COLLEGE OXFORD

The Bursarship

Wolfson College invites applications for the post of Bursar, which will become vacant at the end of September 1995. The Bursar is responsible for the management of the College's financial resources, including the collection of fees, the payment of certain staff salaries, and for overseeing major building and repair work. Catering, housekeeping and allocation of accommodation are administered separately by the Domestic Bursar.

The appointment will be full-time (with a retirement age of 65), with a salary on a scale of £25,000-£30,000 p.a. The post will be associated with a Fellowship of the College, which would entitle the holder to certain other entitlements.

Further particulars of the post may be obtained from the President, Wolfson College, Oxford OX2 8UD (telephone 0865-274102) to whom applications should be sent by Tuesday, 31 January 1995.

Wolfson College is an Equal Opportunity Employer

Fairbairn International Ltd (soon to be known as the Old Mutual International Group) specialises in providing investment products to international investors worldwide. The Group has over US\$35 billion of client assets under management, and is looking to increase this figure substantially over the next few years.

The Investments Division is responsible for managing a number of unit-linked offshore funds, and also provides investment marketing services to the Group. In addition, it is responsible for marketing the Group's investment expertise to institutions, mainly through the Old Mutual International range of unit trusts based in Dublin.

Senior Investment Manager

The Division is looking for an additional Fund Manager, to manage a number of offshore unit-linked funds, worth in excess of US\$250 million. Reporting directly to the Investment Director, the primary responsibility will be to manage several global asset allocation funds (which are all 'fund of funds') as well as a number of individual portfolios for high net worth clients. It is also envisaged that you will be a member of our Investment Asset Allocation Committee.

The successful candidate will have an impressive track record in investment management, combined with a comprehensive understanding of the global economic and market environment, a degree-level education, hold appropriate professional qualifications and be able to operate effectively in a team environment.

These positions, based either in Guernsey or the UK, present an excellent opportunity for outstanding individuals to join one of the world's fastest growing and dynamic financial institutions at an early stage of an exciting and ambitious growth phase. Each position offers an attractive package including salary and usual company benefits. Please send full CV, stating current salary and relevant references, to:

Mr K. D. Boscher, Investment Director, Fairbairn International Ltd, Fairbairn House, PO. Box 121, Kolese, St. Peter Port, Guernsey, GY1 3HE, Channel Islands.

OLD MUTUAL INTERNATIONAL

OLD MUTUAL INTERNATIONAL

SANTANDER FINANCIAL PRODUCTS LIMITED GENERAL MANAGER

Santander Financial Products Limited ("SFP") is a new company established and owned by Banco Santander. Operating from the International Financial Services Centre in Dublin ("IFSC"), SFP will engage in structured financial products transactions across a wide range of interest rate, currency, equity and commodity markets. Transactions will include a blend of swaps, options, futures, foreign exchange, securities and derivatives transactions.

Job Description

The company wishes to recruit a General Manager. The successful candidate will report directly to the Board of Directors and will be responsible for the general management of the company, financial reporting and the co-ordination of its activities with Santander Financial Services; another Banco Santander controlled company located in the IFSC. The responsibilities will also include the review and approval of structured financial transactions.

Requirements

The successful candidate will have a minimum of seven years international capital markets experience with a financial institution (commercial bank or securities firm), law or accounting firm and will be familiar with the transactions listed above. A sound knowledge of the Irish regulatory and fiscal environment for these type of activities would be an advantage. Fluency in Spanish or previous experience in Spain or Latin America would be helpful but is not essential.

MATHESON ORMSBY PRENTICE SOLICITORS

PLEASE RETURN APPLICATIONS TO: MATHESON ORMSBY PRENTICE, 3 BURLINGTON ROAD, DUBLIN 4, IRELAND. REFERENCE: DMG. ALL APPLICATIONS WILL BE TREATED IN CONFIDENTIALITY.

BUSINESS DEVELOPMENT c.£48,000 + Benefits

ANALYSTS c.£43,000 + Benefits

On behalf of leading UK and International banks, we are currently seeking top quality Relationship Managers and Analysts to support existing business and initiate expansion, with specific focus on one of the following:

- Southern Europe Corporates (i.e. Italy, Spain and Portugal)
- Small to Med. sized UK Corporates
- Financial Institutions
- Food/Beverages/Pharmaceutical Industries
- Property (specific knowledge of recoveries is helpful)

The ideal candidates will be in their late 20s/30s, have a good background in banking with product knowledge in capital markets and treasury instruments or in corporate or project finance. An analytical mind with an ability to make lucid presentations is a must for Analysts, who will be formally credit trained and currently earning above £28,000. Business Developers will be dynamic, well-presented, have the presence to win new business and be able to cross-sell a wide range of products.

Strong communication skills is a must and fluency in another European language would be an advantage.

If interested, please send your cv in confidence to Michele MacPherson at the address below

Jonathan Wren & Co. Limited, Financial Recruitment Consultants
No. 1 New Street, London EC2M 4TP Telephone 071-623 1266 Facsimile 071-626 5259

JONATHAN WREN EXECUTIVE

DEVELOPMENT CAPITAL

Royal Bank Development Capital (RBDC) is a subsidiary of the Royal Bank of Scotland. Its role is to provide equity capital to private companies, in particular for MBOs, MBIs and development capital.

a team structure is important. Above all, we are looking for evidence of your potential to progress to Director level in this challenging and growing market sector.

In return, you can expect a highly competitive package that will reflect your experience and abilities along with generous banking-sector benefits.

To apply, please forward your CV to Fiona Coles, Personnel Department, The Royal Bank of Scotland plc, Regents House, PO Box 348, 42 Islington High Street, London N1 8XL.

Closing date: 21 December 1994.

ASSISTANT DIRECTORS

UP TO £50,000 - ATTRACTIVE PACKAGE
LONDON

High Street, London N1 8XL

Royal Bank Development Capital

Member of IMRO. A Royal Bank of Scotland Company.



Head Up Investor Support

Edinburgh based Martin Currie is one of Scotland's foremost independent investment houses with funds of £4 billion under management. The Group seeks to appoint a Head of the Investor Support Team focusing on the group's range of retail products including investment trusts, unit trusts, PEPs and savings plans.

You will organise and control the retail investor/sales support functions providing a high level of service to existing and potential clients, and the investor sales team. In establishing the department you will plan, recommend, implement and administer customer/client services whilst establishing

procedures and standards, collating data, and organising the production and distribution of inhouse publications.

Aged 28-35 years, you have customer services experience in a financial services, PEP or service sector, have data base management expertise, are highly organised, and have management/ team leadership skills.

An attractive salary and package is available. Please write with career details quoting ref. 9269 to C&P Selection, 8 Albany Street, Edinburgh EH1 3QB or telephone 0131 557 8280.

CS&P Selection

A Division of
Clegg Sease & Partners

Corporate Finance Executive Oil & Gas

Morgan Grenfell is one of the leading international corporate finance houses and has had a group specialising in the oil and gas industry for over twenty years.

The Corporate Finance Division is seeking an Executive to join its Energy Group. This Group provides advisory services to oil industry clients on acquisitions, divestments, financing and other corporate finance related matters. The role will involve research, analytical and valuation work, as well as client contact.

Applicants should be graduates with 2-5 years' experience of oil field economic analysis gained in a business planning/analyst role in the oil industry or in the financial sector. A knowledge of the UK oil taxation regime would be helpful. PC and financial modelling skills are essential, as is the ability to communicate effectively both orally and in writing.

The position is based in the City of London and offers an attractive remuneration package.

MORGAN
GRENFELL

Applications should
be sent to:
Sharon Harris

Morgan Grenfell
& Co. Limited
23 Great Winchester
Street
London EC2P 2AN

EXPERIENCED TEACHERS IN FINANCE



- Corporate Finance
- Treasury Management

Competitive Package London & Manchester

FSMD is a well-established provider of financial training to banks and large corporates. Our client base is both domestic and international. We specialise in tailor-made programmes of the highest quality at senior level. Clients expect course content to rise above conventional wisdom; the emphasis is on combining conceptual rigour with intense practicality.

An appropriate academic background is essential, with qualification to Masters or PhD standard in a relevant discipline. Candidates must have the skills to create teaching material and experience of delivering to senior management audiences. Time spent in a financial institution would be an added bonus.

The job demands personal enthusiasm and professional credibility; we require candidates to work both individually and as team players. FSMD provides an intellectually stimulating and a competitive commercial environment in which to work, with support from a first-rate administrative and DTP back-up team.

Please reply by December 23rd enclosing a detailed CV to:
Ruth Reilly, Company Secretary, FSMD Ltd.
Emerson Court, Alderley Rd, Wilmslow, Cheshire, SK9 1NX

FINANCIAL SERVICES MANAGEMENT
DEVELOPMENT LTD.

Sales-Capital Markets

European Merchant Bank

Opportunity for experienced, energetic salespeople to join the active dealing teams in London and Singapore. Both new roles are vital to the growth of this important European merchant bank's highly profitable, global distribution team. It specialises in selling niche capital markets products to institutional investors.

Salesperson

Excellent Salary & Package

THE POSITION

- ◆ Key member of small distribution team.
- ◆ Primary responsibility to sell non Latin American emerging markets bonds to institutional investors in Europe. Spot new opportunities.
- ◆ Also sell structured products: FRNs, loans, bonds, swaps, currency and equity derivatives.

QUALIFICATIONS

- ◆ Graduate calibre. Self-motivated, energetic, tenacious team player. Able to develop European investor base.
- ◆ 2-3 years experience in capital markets sales. Multi-instrument knowledge.

City

Ref: 1CN4607

Senior Salesperson

Singapore

Excellent Salary & Package

THE POSITION

- ◆ Spearhead Far Eastern sales effort. Create client base in Asia Pacific.
- ◆ Lead and coach small sales team.
- ◆ Specialist product range: FRNs, high yield debt, emerging markets fixed income, asset swaps and equity derivatives.

QUALIFICATIONS

- ◆ Highly motivated professional with excellent communication skills.
- ◆ Previous management experience preferred.
- ◆ Relevant sales experience in London. Strong interest in SE Asian markets.
- ◆ Fluent English essential. Mandarin or Japanese helpful.

Ref: 1CN4608

Please send full cv, stating salary, quoting relevant reference, to NBS, 10 Arthur Street, London EC4R 9AY



CITY 071 623 1530
Aberdeen 0224 638080 • Birmingham 012 233 4656
Bristol 022 291142 • Edinburgh 031 220 2400
Glasgow 041 204 4334 • Leeds 0532 633880
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MERGERS & ACQUISITIONS SPECIALIST

£40K + CAR + RELOCATION

THE NETHERLANDS

Our client is an international engineering company with operations worldwide. The company employs more than 4,500 people and has a turnover in excess of £300 million. Due to recent growth, both organic and as a result of strategic acquisitions, they are now looking to recruit a Mergers & Acquisitions Specialist to strengthen their M&A department.

Reporting to the Financial Director your main responsibilities will be:

- Initiating market research to identify possible 'Target' companies
- Coordinating the M&A-process
- Contacts with external advisors (banks, accountants and lawyers)
- Looking after newly acquired or merged companies to ensure optimal integration into the Company.

The successful candidate will have a university degree (finance/economics/MBA) and at least four years experience, gained working for an international financial institution, in the investment/M&A area.

You must have the ability to work to tight deadlines and under pressure. Exceptional interpersonal skills are pre-requisites as is the ability to look commercially and strategically at the business. The business language is English, but the successful applicant will ideally be fluent in one or more other European languages. You must be prepared to travel extensively at short notice.

If you are interested in this opportunity, please contact Maurits Claassen on (310) 6444 655, or alternatively send your curriculum vitae to the following address: Robert Walters Associates, 'Rivierestate' Postbus 74700 1070 DJ Amsterdam, Netherlands.

ROBERT WALTERS ASSOCIATES



THE SECURITIES AND FUTURES AUTHORITY

procedures which our members have in place.

As part of this process we anticipate providing incentives to firms to adopt and maintain the highest standards in their decision processes for setting, monitoring and controlling credit exposures by offering lower capital requirements where they can demonstrate robust systems and controls.

CREDIT RISK ANALYST

In order to develop these new processes we now seek an individual of exceptional calibre to join our Risk Assessment Group, a small team of professionals which has gained

international respect for its pioneering work in assessing the market risk of derivative products. He or she will have direct relevant experience of credit management, perhaps gained within a regulated financial institution or a banking or other financial services regulator. A good understanding of credit risk reduction techniques and well-developed technical and analytical skills are essential. It goes without saying that this important role also demands an enquiring mind, unrivalled communication and interpersonal skills, an innate ability to persuade and influence and a sense of judgement of the highest order. It is a position which provides a unique opportunity not only to experience first hand the credit arrangements of a wide range of financial institutions, but also to make a significant contribution in an area of regulation which seeks to break new ground.

If you are a self-starter, enjoy working on your own initiative and feel you are up to the challenge, we would like to hear from you. Please write providing full career details and your current remuneration package to: Lisa Booth, Recruitment and Employment Manager, The Securities and Futures Authority Limited, Cottons Centre, Cottons Lane, London SE1 2QB. Closing date: 16 December 1994.

Bermuda International Investment Management (Europe) Limited

Assistant to the Portfolio Manager

We are a major international financial institution and are looking to recruit an assistant to the Portfolio Manager to work within the Investment Division in London.

The individual's role will be to assist in all aspects of private client portfolio management and to help in the research and communication of various investment services to customers and group companies.

Candidates should be university graduates with 2-3 years investment experience. The individual should be a registered representative or have passed the Investment Management Certificate and should intend to develop greater investment skills by completing the IMR or SI examinations in due course. Computer literacy and good communications skills for dealing with clients, stockbrokers and other professional advisors are essential. A working knowledge of French/Italian would be an advantage. Applications in writing with CV to:

Michelle McGrath
Bermuda International Investment Management (Europe) Ltd
Austin Friars House, 2-6 Austin Friars, London EC2N 2HE

Bermuda International Investment Management (Europe) is a wholly owned subsidiary of the Bank of Bermuda Limited.

sfa plays a key role in the regulation of the City. The activities of our 1400 member firms are as wide ranging as they are complex and embrace all the primary and secondary markets in the UK. The responsibility attached to the oversight of such business is demanding and we strive constantly not only to ensure that we continue to discharge our responsibilities to the highest standards, but also that we are sensitive to the dynamics of the market place and able to respond quickly to changes in the regulatory framework.

One such change which goes to the heart of the way we are likely to approach the regulation of our members' financial affairs in the years ahead, is the implementation of the Capital Adequacy Directive which is due to come into force on 31st December 1995. The implications of the Directive are far-reaching both for us and for our members. One critical aspect of the change which will result is the need for SFA to enhance its approach to monitoring the credit risk which attaches to our members' dealings and which they are required to evaluate and provide capital against on a routine basis. Our intention is to develop mechanisms whereby we are better able to assess the credit management

THE SECURITIES AND FUTURES AUTHORITY

procedures which our members have in place.

As part of this process we anticipate providing incentives to firms to adopt and maintain the highest standards in their decision processes for setting, monitoring and controlling credit exposures by offering lower capital requirements where they can demonstrate robust systems and controls.

CREDIT RISK ANALYST

In order to develop these new processes we now seek an individual of exceptional calibre to join our Risk Assessment Group, a small team of professionals which has gained

international respect for its pioneering work in assessing the market risk of derivative products. He or she will have direct relevant experience of credit management, perhaps gained within a regulated financial institution or a banking or other financial services regulator. A good understanding of credit risk reduction techniques and well-developed technical and analytical skills are essential. It goes without saying that this important role also demands an enquiring mind, unrivalled communication and interpersonal skills, an innate ability to persuade and influence and a sense of judgement of the highest order. It is a position which provides a unique opportunity not only to experience first hand the credit arrangements of a wide range of financial institutions, but also to make a significant contribution in an area of regulation which seeks to break new ground.

If you are a self-starter, enjoy working on your own initiative and feel you are up to the challenge, we would like to hear from you. Please write providing full career details and your current remuneration package to: Lisa Booth, Recruitment and Employment Manager, The Securities and Futures Authority Limited, Cottons Centre, Cottons Lane, London SE1 2QB. Closing date: 16 December 1994.

Turkey and Eastern Med.

Senior Economist

A leading regional investment bank is continuing to strengthen its growing presence in the Turkish and other Eastern Mediterranean markets.

The following opportunities are available for creative, energetic individuals willing to make a major and a key role in a premier banking institution.

Interested candidates should write, citing the applicable position and providing full career details, a photograph, references and current salary info.

P.D. Best ASH, Financial Times of London,
One Southwark Bridge, London, SE1 9HL.

All positions will be based initially in Istanbul. Applicants will be offered a competitive salary and benefits.

Institutional Turkish Equity Sales

Opportunities for ambitious, innovative individuals to join the institution's equity sales team. The team is a well-established, well-respected and a collection of one of the most experienced selling emerging markets equity in UK, US or other foreign institutions. Candidates must demonstrate an exceptional degree of drive and the ability to succeed in a high pressure, highly competitive environment. Fluency in foreign languages, in particular Turkish and French, would be preferable.

Transaction Support

This is a demanding and crucial role. The successful candidate will work well under extreme time and other pressures and will have exceptional drive, stamina and a take-charge approach. Working with other members of the team, the incumbent will support the documentation and processing of new equity issues and other corporate finance transactions. Candidates should have excellent typing skills (20-60 wpm) and facility with Microsoft Windows applications including Word and Excel.



SEB Fonder

EQUITY PORTFOLIO MANAGER

SEB Fonder, the asset management subsidiary of the S-E-Banken Group has global funds under management in excess of US\$6 billion and offers a full spectrum of investment products for institutional and retail clients in all of the major financial markets.

The London Branch of S-E-Banken Fonder is currently seeking to appoint an ambitious investment professional to manage the Australian and Canadian portfolios within the Global Funds. In addition, this person will be responsible for the Natural Resources Funds and will be part of a larger Global investment team.

Candidates should have 2-4 years experience of managing either Australian or natural resource portfolios. They should be computer literate and have good written and oral communication skills.

A competitive salary with bonus scheme is offered together with an attractive benefits package.

Please apply in writing enclosing your C.V. to:

Joselyn Curtis
SEB Fonder
Scandinavian House
2 Cannon Street
London EC4M 6XX

YOUR MANAGEMENT CONSULTANT EXPERIENCE CAN LEAD TO A NEW CAREER.

Make a new, exciting career for yourself with our expanding firm. We are searching for the individuals who want to remain in the professional of management consulting.

Our firm has been in business for over 25 years in North America and has established a solid reputation in European markets. We are dedicated to World Class Performance and develop a partnership with our clients to improve their operating effectiveness with a higher profit margin.

EXPERIENCED MANAGEMENT CONSULTANTS, ANALYSTS AND SALESPERSONS.

We need a few qualified individuals to join our group. You must know the business from your time and experience in the industry. The required qualifications are:

- * 2-6 years experience in the business
- * Multilingual
- * Undergraduate degree
- * Proven record

We offer a competitive salary and benefits package. For a true career opportunity, send resume with cover letter and salary history to:

Attn: General Manager
P.O. Box 5427
D-65729 Eschborn-Frankfurt, Germany

150

Excellent Career Opportunity

Senior Portfolio Manager

Our international fund management arm manages a wide range of funds on behalf of corporate clients, pension funds, unit trusts, charities and private clients. We are part of the Bank of Ireland Group, with funds under management in excess of £166bn.

Due to the growth of our business, we wish to recruit a Senior Portfolio Manager who will be responsible for managing one of our client servicing teams. In addition to portfolio management, the team liaises frequently with our international offices and global custodians, and participates in the development of in-house systems.

A detailed knowledge of investment markets, portfolio construction and an ability to work to tight deadlines is required.

This is an excellent opportunity for a self-starter who wants to develop his/her career in a successful, internationally-focused business. We offer an excellent remuneration package, commensurate with our industry.

Interested candidates should apply in strictest confidence to:

Ann Ringrose
Personnel Manager
The Investment Bank of Ireland Limited
26 Fitzwilliam Place
Dublin 2

Applications should be received by 15th December.



THE INVESTMENT BANK OF IRELAND LIMITED



Portfolio Managers
Europe, Japan and Asia ex-Japan

Geneva Based

Competitive Package

Investment Management Services (IMS) is the central investment unit of Lloyds Bank International Private Banking, headquartered in Geneva. The unit is responsible for managing and advising private client assets and 30 investment trusts. We seek to hire three additional portfolio managers to cover markets in Europe, Japan, and Asia ex-Japan.

For these positions, candidates should be aged 30-40, university graduates in Economics or Business Administration, team players with minimum 5 years experience in fund management. English is our working language. Preference will be given to candidates with good track records in fund management.

Interested candidates should send CV to:

Ms N. J. Simpson,
Personnel Department, Lloyds Bank Plc.,
Case Postale 5145, 1211 Geneva 11, Switzerland.

International Investment Banking

£35,000 + bonus + benefits
Additional team members are required for the expanding group of this premier UK investment bank. The group covers all aspects of cross-border activities varying from structuring deals, providing advisory services, to lending and controlling projects.

The successful candidate will enjoy indepth exposure to a variety of transactions in a range of emerging markets.

They will be:

- A high calibre graduate with excellent academic and numerate ability.
- Ideally a strategy consultant with at least two years experience or someone with a general banking background.
- Aged between 24-29 years old and preferably offer fluency in an additional European or Far Eastern language.

Quantitative Analyst - Equity Trading

To £40,000 + benefits
An outstanding opportunity exists for a highly mathematical financial modeller to join the Equity Trading Group of this American investment bank.

The role will involve providing trading desks with the analysis of sophisticated trades and risk management methodologies as well as advising on technical trading strategies and hedging techniques.

To succeed you must demonstrate:

- Superb academics, ideally a PhD in a quantitative subject.
- Good programming and/or modelling skills.
- Energy, drive and commitment.
- Ideally up to 2 years relevant experience.

These positions offer excellent opportunities for career development and impressive rewards.

For further details of these and many other vacancies please contact Janine Harper or Chris Squires on 071 583 0973 (day) or 0727 838 603 (evenings & weekends) or write to us at 15-18 New Bridge Street, London EC4V 6AU. Fax 071 583 3908

BADENOCH & CLARK
recruitment specialists

Career opportunities in...

ASSET MANAGEMENT

We continue to see opportunities for experienced high calibre Fund Managers who can offer above average performance in a variety of markets. We believe that further opportunities will arise in the coming months. Current assignments include:

European Equities	Head of Department	£100,000
	Senior Fund Manager	£50,000
	German Specialist	£45,000
Global Equities	Index Funds	£50,000
	International Funds/Marketing	£40,000
Emerging Markets	Asia, Africa, Middle East	£35,000

For details of these and other opportunities, please contact Martin Symon at the address below

Jonathan Wren & Co. Limited, Financial Recruitment Consultants
No. 1 New Street, London EC2M 4TP Tel. 071-623 1266 Fax. 071-626 5259

JONATHAN WREN EXECUTIVE

An opportunity
for an ambitious
salesperson to develop
a successful product
within an innovative
environment

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Institutional UK Equity Sales

Prime US Brokerage House

Package to £70,000

- An innovative and entrepreneurial approach to achieving success in a highly competitive market.
- In addition, it is essential that candidates can demonstrate an exceptional degree of drive and the ability to succeed in a professional role moving organisations. This is an excellent opportunity to join an established and accomplished sales desk providing clients with clearly developed products and services. Interested applicants should write to Gavin Starling or Peter Treadaway at Michael Page City, 39-41 Parker Street, London WC2B 5LH, quoting reference 189390. Alternatively, telephone on 071 831 2000 for an initial, confidential, discussion.

The Top Opportunities Section

appears every Wednesday. For advertising information call:
Philip Wrigley +44 71 873 3351



BDO Gendrot

PARIS

REJOIGNEZ UNE SOCIETE
D'ENTREPRENEURS
AU SERVICE DES ENTREPRISES

TO £55,000 PLUS BONUSES INTERNATIONAL CORPORATE FINANCE MANAGER

BDO Gendrot's young and dynamic corporate finance department is looking for an ambitious manager preferably with corporate finance experience and with an outstanding track record. Competent French is required with a will to become fluent rapidly. It is likely that the successful candidate will be aged about 30.

This senior position will involve:

- a high level of responsibility on a wide range of international assignments;
- a significant role, together with the department's partners, in marketing BDO Gendrot's corporate finance services;
- overall responsibility for managing the corporate finance staff;
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Hard times give way to great expectations

Jim Kelly on why proposals in the Audit Agenda may restore the profession's credibility

The Audit Agenda, published yesterday by the Auditing Practices Board, provides a framework for reform which promises, in the eyes of the authors at least, to restore the reputation of auditors after the bruising corporate failures of the late 1980s and early 1990s.

Something of the expectations it will excite can be judged by the report's own definition of audit. The authors note that the word comes from the Latin for "heat": the auditor they envisage is the shareholder's sentry. "Audit is about governance," says the report: "It is about upholding integrity of financial reporting and business conduct, it is about seeking the truth."

This image of the auditor was wounded by company collapses which followed swiftly on from the signing of unqualified accounts in response, the Auditing Practices Board was founded in 1991, and in 1992 the McFarlane Report was published – the "green paper" to yesterday's "white paper".

Other factors than perceived failure have crowded round the auditor in the last decade. Aggressive competition since the mid 1980s and the introduction of advertising have pressed down on fees and threatened quality. Firms have grown beyond the limits of the old threshold of 20 partners. The threat of facing legal actions for damages has led to caution and a reliance on the rule book to support audit opinion.

The Audit Agenda seeks to restore the role of personal judgment to the

auditor and to alter corporate governance to support the auditor's objectivity. "Audit is about judgment which in the final analysis is personal: an expert view with personal accountability," says the report.

Many of the proposals in the Audit Agenda take up the ideas in the Cadbury Report on corporate governance. Indeed, one of its authors has described it as an early instalment of Cadbury II – the promised development of the original report which is due to get under way next year.

It is worth looking briefly at the main proposals.

• Audits at listed companies would be more extensive than those at owner-managed companies. The scope of the statutory audit would stay the same, but these extended duties will be backed up by standards which have the power of law.

• The extended audit duties would be covered by contracts limiting liability.

• Auditors would have to make sure that the text sections of accounts, such as the chairman's report, match the accounts they have audited.

• The audit would be signed by a partner. At present the accounts carry only the name of the firm from which the auditor comes. The authors of the report think this will emphasise personal responsibility.

• The audit partner should not have overall control of non-audit services for the company.

• Audit committees would have responsibility for appointing the auditors and setting their fees.

• The chairman of the audit commit-

tee would report on the auditor to the AGM – possibly in writing and orally.

• Separate reports would be made to the board and the audit committee by the auditor on standards of governance – and to the shareholders on whether the so-called Cadbury Code is being followed properly.

• Auditors would comment on internal audit controls.

• The board would order periodic forensic audits in which teams of specialists look for fraud.

• The penalties for deceiving auditors would be toughened up and staff would face penalties as well. At present, they cannot be punished for misleading an auditor.

• The professional bodies would teach auditors about fraud.

• APB and the Accounting Standards Board would work on how to assure secondary and tertiary stakeholders in the company. While the primary duty is to the shareholders, other stakeholders should be able to rely on assurances given by auditors.

The authors suggest that some groups, such as employees, should be able to contract the auditors to provide assurance.

These proposals contain several fundamental ideas. Principally, the report identifies the role of the auditor as being different in quality to other services offered to a company. It is often forgotten that the audit service is different in that the auditor's opinion is of benefit to the users of financial information and confidence in the capital markets, as well as for the benefit of the company itself.

Proposals in the report to ensure the audit partner is not in control of the audit will help dispel the widespread mistrust of the practice of selling management consultancy services, or information technology advice, to audit customers. The report makes it clear that the auditor must be seen not to face a conflict of interest.

The proposal to limit liability for the extended audit on listed companies will excite those looking for a way forward in the current morass over litigation. UK auditors face increasing claims against them and the Big Six firms are still lobbying the government to change the law and allow them to limit their liability in such cases.

The campaign on limiting liability has run into the sand in the short term. The report's suggestion holds the promise of allowing audit services beyond those on the statute book to be limited in liability through contract. If this is successful, and becomes an established practice, would not the campaign to limit liability completely be that much more attractive to the government?

The Audit Agenda also recognises for the first time in the UK the different audit needs of large listed companies and smaller owner-managed ones. The APB is to work on special guidance for smaller companies on audit. This work will mirror the current debate on how Generally Accepted Accounting Standards (GAAP) should differ between large

and small companies. Whatever the outcome, the owners of non-listed businesses will be looking for a decrease in the burdens of compliance.

The training of auditors forms a strong thread throughout the report. The authors are keen for the profession to be seen to discuss fraud openly – no longer protected by the curious argument that examining fraudulent methods in public provides criminals with the means to commit new crimes. Behavioural and forensic training is seen as vital along with regular seminars on how to spot fraud and fraudsters. One of the authors even sees the chance of producing a list of tell-tale signs of fraud to help the less experienced.

The role of the audit committee is pivotal in the proposals. The authors see its members as the direct representatives of the shareholders who are, after all, the ones to whom the auditor has a responsibility to report.

The enhanced role envisaged for the audit committee adds to the power of the non-executive directors who sit on it and who must, in future, take responsibility for monitoring the audit.

The APB may well have come of age with the publication of the Audit Agenda. It has prepared the ground well before publication and it has left behind the contentious ideas thrown up by the earlier McFarlane Report. The proposals look practical and the strong emphasis on the public interest may well serve the profession well in the battles ahead on self-regulation.

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They wish to appoint a chartered accountant, probably aged mid to late 20's, to take responsibility for co-ordination and preparation of Group statutory accounts, Group monthly results, Group budgets and medium-term planning; interpretation and analysis for the main board; the further development and upgrading of systems, which are PC-based; and post-audit review of major capital expenditure and acquisitions. The Group headquarters is small in numbers, leading to high visibility and the need to accept personal responsibility.

Applicants should be chartered accountants with exposure to group accounting and international consolidations for a medium to large plc gained either via audit experience with one of the Big 6 or from a post-qualification industrial role. Experience of PC spreadsheet applications is desirable. The Group has a positive management development programme which will lead to a line management role. Mobility and a strong interest in career development are therefore major priorities.

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In the first instance send your CV to Sandra Aldridge or Chris Dennington at Grant Thornton, International House, 7 High Street, Ealing, London W5 5DB. Alternatively, call them on 0181-565 5900.

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If you feel you can meet the demands of either role, please send an up-to-date résumé, including current remuneration details and daytime telephone number, quoting reference 3434 to Sue Atkinson, Touche Ross Selection and Search, Stonecutter Court, 1 Stonecutter Street, London EC4A 4TR.

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We are an enterprising manufacturer and merchandiser of specialist consumer and health related products with a growing share of a fragmented European market. Our corporate culture is vibrant and this Group is definitely going places. Following a re-structuring we are cash rich with a strong balance sheet, and are very keen to make acquisitions.

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Your style:

You are professional, smart, articulate, diplomatic - but not afraid to express your opinion - and straightforward. You like working with exciting and successful people and are stimulated by exposure to an international setting.

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Qualified accountant, probably aged 30-40. Successful track record in financial management gained within a manufacturing environment. Proven expertise in implementation of fully integrated financial/manufacturing control systems. Demonstrable capability to make a broad based commercial contribution within a small company environment. Credibility and maturity to take overall responsibility in the absence of the Managing Director. Totally committed team player with "shirt sleeves" approach.

Interested applicants should send a full curriculum vitae, to be received no later than Friday 9th December, to Robinson Keane, Donzell House, Dunham Road, Bowdon, Cheshire WA14 4QE quoting Reference RK 1093. Telephone 0161 929 9105.

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Our client is a major French group with a worldwide turnover of more than £16 billion. In the UK, its varied businesses already generate over £1.2 billion and it is actively seeking to develop existing or new areas of business opportunity within the healthcare sector.

As part of the UK operation's growth strategy, we are seeking a young, exceptional individual with around five years' experience of business analysis, acquisitions and corporate investment, to join a small business development team. The role will be varied, combining ongoing research and analysis activities with independent day-to-day responsibility for business development projects, from inception through to negotiation of contracts. This will involve frequent high level contact with key managers in the UK business as

well as those in the French parent and the company's professional advisers.

The successful candidate will be a graduate, probably aged 30-35, with a professional accounting qualification and/or MBA. Fluent French is essential. A high level of energy and commitment combined with sound commercial judgement are further prerequisites.

This is a rare opportunity to join a rapidly developing group of businesses offering wide-ranging career opportunities both internationally and in the UK.

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Reporting to, and working closely with the Financial Director, the successful candidate will play the key role in specifying and running financial reporting systems which are at the heart of the business. Your approach will be proactive and your objectives will focus on the provision of accurate, timely information, its analysis and input into management decisions.

Responsibilities will encompass all aspects of Financial Control with particular emphasis on:

- design and implementation of a new, computerised reporting system
- monitoring of financial performance
- preparation of monthly management and statutory accounts
- interpretation and analysis of these accounts
- provision of informed advice to managers
- close involvement in all business issues, especially advice on productivity enhancement.

Candidates aged 28-35, should be qualified Accountants with broadly based financial, administrative and management reporting experience gained in an equally progressive, commercial organisation. Proven success in developing and implementing computerised accounting systems is also essential.

In the first instance please write with comprehensive CV, including full remuneration details and quoting reference 546/FT to: Morris Hoare & Associates, Bridge House, Severn Bridge, Bewdley, Worcestershire, DY12 1AB. Tel: 0299 461 600.

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The group has ambitious expansion plans both in the UK and overseas. This opportunity represents a very challenging role for a high quality Finance Director to join a new management team.

The Group Finance Director will be expected to strengthen all reporting systems and controls, taking full responsibility for all finance and treasury functions. This is a high profile role and will involve participation in

c. £90,000 package

the company's investor relations programme. The chosen candidate will be expected to take immediate control of the finance function.

Candidates should be graduate qualified accountants and already be a finance director in a professionally run, blue-chip organisation with overseas interests. They must be highly motivated individuals able to present financial information in a clear and cogent manner, participate fully in the management process at Board level and be capable of inspiring confidence.

Please send a full CV in confidence to GKRS at the address below, quoting reference number 94382N on both letter and envelope, and including details of current remuneration.



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Controller – Performance Reporting and Analysis Retail Financial Services

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Key tasks for this role will be to:

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£55,000 + Bonus information into a coherent and integrated reporting programme.

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Please send a full CV in confidence to GKRS at the address below, quoting reference number 94381N on both letter and envelope, and including details of current remuneration.

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Our client is a substantial international Group which is quoted on the London Stock Exchange. Turnover in excess of £300m and high levels of profit are generated from a worldwide network of manufacturing, sales and service operations. The Group has significant plans for future expansion, both on an organic and acquisitive basis.

The Group Finance Director wishes to recruit an outstanding individual, whose remit will be to provide high quality support to the Group's strategic planning and business development activities. Typical responsibilities will include the financial and commercial analysis of existing businesses, co-ordination and review of the business planning process, appraisal of potential

c. £45,000 + Car

acquisitions/investments and assisting in the acquisition/integration process.

Candidates, aged 27-32, should be profit orientated professionals with the ability to influence commercial decisions at the highest level in a fast-moving, international business. Suitable applicants must have in-depth financial planning/corporate finance experience, gained either in a large commercial concern or within a 'Big 6' accountancy practice.

Interested applicants should forward a comprehensive curriculum vitae, quoting ref 209736, to Alan Dickinson FCMA, Executive Division, Michael Page Finance, Page House, 39-41 Parker Street, London WC2B 5LH.



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Divisional Finance Director

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Candidates, aged 32-42, will be qualified accountants who can demonstrate a proven record of senior financial management experience gained in a quality driven, contract manufacturing environment. Commercial maturity, strong managerial and communication skills and a pragmatic, hands-on approach to business problem solving will be essential. Full relocation facilities will be available where appropriate.

Applicants should forward a comprehensive CV, quoting ref 192527 to Mark Hurley ACMA, Executive Division, Michael Page Finance, Page House, 39-41 Parker Street, London WC2B 5LH.



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- to manage key aspects of operations, including human resources and production;
- to provide commercial and financial support to the General Manager and the Sales and Marketing Manager.

Candidates, aged 30 to 35, with an excellent educational background, must have proven

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experience in all aspects of financial control within the context of a well managed business.

Fluent English is essential. Knowledge of Thai and some working experience in Asia would be an advantage.

Highly motivated candidates with good business sense should forward a comprehensive Curriculum Vitae quoting reference EJ11096 to Emmanuel Jalenques at Michael Page International, 92594 Levallois-Perret Cedex, Paris, France. Telephone 331 47572424, Fax 331 47573918.



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The aim is to strengthen the financial and management accounting control at this site, and there is a need for skills in three main areas; staff management; communication with non-financial managers; and the ability to grasp detail without losing sight of strategic objectives in a complex process manufacturing operation.

Candidates should be mature and robust financial managers with a recognised accounting qualification, in the age range of 35 - 45, and possess substantial experience of process manufacturing in a medium to large size plc.

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Interested candidates should write to Robin Rotherham enclosing curriculum vitae and indicating their current salary in a covering letter.

Please reply stating reference 2426 to:
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Telephone 061-541 5580.

Chief Accountant

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Our client is a progressive City partnership with a long established reputation as a dynamic, commercial law practice.

Reporting to the Finance Director, the Chief Accountant will be responsible for the provision of the highest quality financial reporting, planning, forecasting, cash management, business performance analysis and IT. Key areas of involvement will be supervising a busy accounts department, improving reporting procedures, strengthening existing controls and further developing computer-based information systems. Critical to success will be the ability to forge strong links internally with



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HEAD OF FINANCE & OPERATIONS

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- City based, it has been effective in producing a number of business opportunities and is poised to undergo a significant period of expansion.

THE POSITION

- Reporting to the Managing Director with responsibility for the management and control of all back office operations, including finance, regulatory reporting, settlements and IT.
- Successful candidate's brief will include upgrading computer systems and working closely with the MD in setting up new business ventures.

THE CANDIDATE

- Commercially orientated graduate qualified accountant, aged 30's with financial services experience.
- Highly developed computer and IT skills, preferably with previous exposure to PC networks and experience of systems development.
- Excellent communication and interpersonal skills, confident with a "hands-on" management style.
- Hardworking and comfortable in a small entrepreneurial company environment.

Please send your CV to the Confidential Reply Manager, Bartlett Advertising Limited, Bartlett House, Greenhill's Rents, Smithfield, London EC1M 6HS. Please indicate in your covering letter any organisation to whom your application should not be forwarded.



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S.G. Warburg and Morgan Stanley

Richard Waters, John Gapper and Norma Cohen on the background to the investment banking industry's biggest leap yet

Consummation could spark further marriages

The birth of the international investment banking industry has moved in fits and starts in the past 15 years. Many initiatives have proved disastrous - the abortive moves by US commercial banks like Citicorp and Chase into the London stockmarket in the mid-1980s, for instance.

But with the proposed combination of Morgan Stanley and S.G. Warburg, the industry would take its biggest leap yet. A consummation of the deal could also spark other mergers and acquisitions among other investment and commercial banks, according to industry executives and analysts.

The growth of international investment and cross-border takeovers - and a general belief that, given the heavy costs involved,

The logic in combining a US and a European bank has been apparent for some time and has led to some serious discussions

UBS is understood to have discussed a takeover of Lehman Brothers, but backed off partly out of a concern about the culture clash that would result from absorbing a pushy US investment bank.

Saxbys revealed recently that is looking to expand its presence in the US, either through an association or by takeover. Warburg's name has frequently been linked in takeover rumours with JP Morgan, the US bank which was forced to part with Morgan Stanley by the 1983 Glass Steagall Act.

There are some obvious reasons why Morgan Stanley and Warburg might consider that the timing for such a deal is finally right.

First, international capital flows - and in particular overseas investment from the US - has picked up fast in the past two years. Wall Street's so-called "bulge bracket" firms, long used to making their profits in the US markets, have found that the trading technology and skills developed in the US can be exported profitably to other markets. Morgan Stanley is estimated to be making around 60 per cent of its profits overseas.

Second, recent poor results at Warburg have highlighted a strategic dilemma that the bank has faced for some time. Though generally acknowledged as the leading home-grown investment bank in the UK, it has lacked the capital base and the trading skills - particularly in the bond and derivatives markets - to compete internationally with its US rivals.

The US banks, meanwhile, have invested a large slice of what until this year were strong domestic profits in building their international presence. This has resulted in a massive build-up of resources by banks in London in recent years: Morgan Stanley, for instance, employs nearly 2,000 people in Europe's financial centre.

The third explanation for the timing resides in Morgan Stanley's own financial position. In common with its main rivals, the bank's capital base expanded fast in the early 1990s on the back of record profits.

Putting that capital to productive use has become something of a challenge.

At the end of last year, Morgan Stanley's shareholders funds stood at \$4.5bn, half as much again as two years before. With weak financial markets, it has been hard to earn a good return on this bigger capital base - though at around 10 per cent, the bank's post-tax return on equity still puts it ahead of most competitors this year. Only Merrill, at over 15 per cent, has done better.

A big investment overseas would provide Morgan Stanley with a bigger presence in more overseas markets.

By contrast, the relative weakness of Warburg's capital base and revenue stream has been seen by analysts as one of the factors preventing it competing with US firms. Warburg had shareholders funds of just over £1bn at September 30. Although this is enough to run existing businesses, it meant it would have had difficulty expanding by acquisition.

"This was inevitable," said a partner at one of Warburg's US-based competitors. "They were trying to build an international investment

bank without an international bank's revenue base." For all the success of its UK and European equities business, Warburg found it hard to generate sufficient volume in what is still a highly fragmented European market to match the US banks.

"The says that Warburg believes its strategy is not ever going to succeed," said the chief executive of one UK-based investment bank which has also pursued an integrated approach, albeit on a more modest scale. "They had no hope of ever overtaking the Americans in their own backyard," he said, noting that without a significant sales and trading presence in the US, it is impossible to be a global bank.

Given their respective sizes, it seems inevitable that the new group would be dominated by Morgan Stanley. According to one executive close to the deal, the objective is to integrate the two banks' businesses, rather than to run them as separate geographic entities.

This echoes the trend among other investment banks to organise their global operations around business lines, such as equities or

There are considerable challenges both in bringing together businesses with different cultures and pay scales. "It will be a hell of a force if they can pull it off, but the first year or two will be spent sorting out all the places where they are doubled up, and that will divert quite some energy," said one chief executive of a US investment bank.

Given their respective sizes, it seems inevitable that the new group would be dominated by Morgan Stanley.

But the merger also represents some reversal of strategy by Morgan Stanley. Both firms have invested substantial amounts in each other's markets in recent years. Warburg, for instance, has built up a 300-strong US equity business in New York in the past two years, and bought a Chicago-based derivatives company.

There is even bigger overlaps in operations in London. Although Morgan Stanley has a far bigger presence in the non-sterling fixed income markets than Warburg, many of the two bank's activities overlap. Referring to London, one person close to the deal says: "It's obvious where the biggest redundancies are going to be."

However powerful the logic to the deal, there remain many questions about how effective it would prove in practice. The most prominent: how would the bank be run and how easily would the two banks' cultures combine?

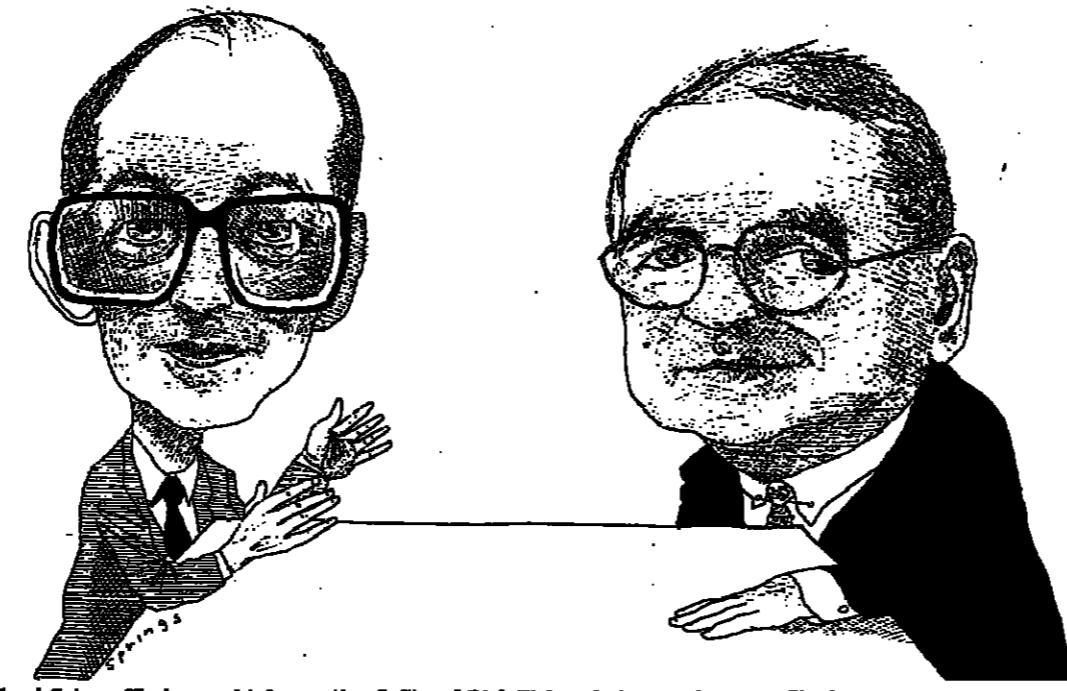
SHARE TRADING

Exchange stamps on rumours

The Stock Exchange again demonstrated yesterday its commitment to force companies to make public statements when there is an unexpected surge in trading in their shares. Robert Peston writes.

Yesterday's victim was S.G. Warburg, one of the Exchange's own member firms. After a flurry of trading in Warburg's shares when the market opened at 8.30am, the merchant bank was forced to announce - a week ahead of schedule - that it is in merger talks with the US investment bank, Morgan Stanley.

However the rumour sweeping the stock market which led to this surge made no refer-



Lord Cairns, Warburg's chief executive (left) and Dick Fisher chairman of Morgan Stanley

there is only room for a small number of banks with global reach - lies behind the move.

"There are likely to be only a handful of banks dominating international capital flows," says Mr William Hartman, until recently a New York-based investment banking analyst with JP Morgan. "They want to get a headstart on the rest of the world."

The logic in combining a US and a European bank has been apparent for some time, and has led to some serious discussions in recent years.

■ THE RIVALS REACT: By David Wighton and Norma Cohen

Caught in the blast of Big Bang's second barrel

Some of Warburg's London-based rivals were putting on a brave face yesterday. But most admitted privately that a merger would pose a powerful new competitive threat to them and could precipitate a fundamental restructuring of investment banking in London.

Eight years after London's Big Bang, some of the changes predicted then may be about to happen.

"The second barrel of Big Bang is being pulled. There are many more deals to come," said one senior merchant banker.

Mr Peter Melnhartzagen, chairman of stockbrokers Hoare Govett, said: "Although it does not change the landscape completely, it points to a

period of more consolidation in London."

Analysts said the merger proposal might prompt other banks which have looked at Warburg in the past to improve on Stanley's terms or, more likely, to look elsewhere in London.

The merger throws down a gauntlet to other international investment banking groups. The likes of HSBC, Deutsche Bank and Dresdner are keen to expand in London but there are not many properties to go round," said one analyst.

Deutsche recently announced plans to centralise all its investment banking operation in London and most observers argue that the War-

burg merger will if anything strengthen London's position as a financial centre.

In competitive terms, the deal would appear to threaten other London banks which have pursued the same integrated strategy as Warburg, offering a full range of trading services, as well as fee-based advice to their clients.

Firms like Kleinwort Benson will now look even smaller in global terms. The merged company will be a more formidable competitor for the international issue work, where Kleinwort has been so successful," said one analyst.

The old idea that merchant banks can merely give advice, without providing equity distribution as well has had its day," said the head of another investment bank said Warburg's move will force his own board

to examine more closely its strategy, which has employed a more cautious approach to overseas expansion and to the development of an international distribution network.

Such integrated investment banks were introduced into London with Big Bang. The City still remains dominated by the old structure of independent merchant banks and brokers. But many of the market practices which support the existing structure - notably the traditional rights issue, and pre-emption rights - are coming under attack.

"The old idea that merchant banks can merely give advice, without providing equity distribution as well has had its day," said the head of another investment bank said Warburg's move will force his own board

one independent stockbroker. "Warburg's strategy has been absolutely right. The problem is that it is just not big enough to compete with the Americans internationally."

Yet many of the independent merchant banks such as Schroders and Lazard Brothers have continued to thrive and believe change, if it comes, will be slow.

Many are sceptical about the reasons for the proposed merger and claim that, if it goes ahead, it will present opportunities for them.

One leading merchant bank said: "This is an elegant way for both companies to address their excessive overheads. There will be blood on the carpet in London and New York,"

enabling their rivals to pick up good staff cheaply." Others are less confident that Warburg will lose clients. "Some of Warburg's more conservative UK clients may think twice about staying with a US-dominated firm," said a rival investment banker.

But most observers believe the merger will accelerate London's move towards the US system of integrated investment banks.

"Ten years from now, distribution will be much more important than it is now," said the chairman of one merchant bank which has eschewed building a worldwide distribution network. "What we do remains to be seen."

■ MORGAN STANLEY: By Patrick Harverson

Elite child of a depression

Morgan Stanley was born, sixty years ago next September, an offspring of the 1929 stock market crash and the Great Depression. Amid the economic calamities of the era, a Congress eager to strengthen the foundations of the nation's financial system passed the Glass-Steagall Act of 1933, enshrining the separation of the commercial banking and securities businesses in the US.

Forced to choose between the two businesses in 1934, JP Morgan - Wall Street's dominant firm - elected to concentrate on banking. Within a year, a group of senior partners at JP Morgan resigned and joined forces with several partners of the Philadelphia firm of Drexel & Co to form "a new organisation for the underwriting and wholesaling of investment securities." Under the leadership of Harold Stanley and Henry Morgan, the grandson of JP Morgan, the firm of Morgan Stanley set up business at Number Two Wall Street on September 16, 1935.

In its first full-year, Morgan Stanley managed or co-managed \$1.1bn of public offerings and private placements, or 24 per cent of the entire market, and from that auspicious start it never looked back. In the ensuing 40 years, Morgan Stan-

ley grew into Wall Street's most successful and prestigious wholesale securities firm.

Throughout its prime, Morgan Stanley was sustained by a corporate culture that set the firm apart from the trailing pack. Hiring the best and the brightest from the country's top families and universities, the firm moulded its executives into an elite corps which cultivated a mystique that impressed clients and intimidated rivals.

By the 1970s, although the firm was one of the biggest underwriters of securities in the US, it began to diversify into securities trading and later, the rapidly-growing and glamorous business of mergers and acquisitions, where Wall Street's pre-eminent dealmaker, Mr Robert Greenhill, led the way throughout the 1980s.

In the last two years, the firm has bounced back, moving rapidly into the burgeoning derivatives business. Although its earnings have been hit by the sharp downturn in the securities industry this year, it has pursued an aggressive expansion strategy, focussing primarily on building up its presence in overseas markets. Mr John Mack, Morgan Stanley's ambitious president, said recently that the firm's goal was to be the "Number One global investment bank".

In the mid and late-1980s - the future appeared to belong to the new giants of Wall Street, such as Goldman Sachs (which took over Morgan Stanley's mantle as the elite of the industry).

By the start of the 1990s, Morgan Stanley was just one of several dominant "bulge bracket" firms in the securities industry. The balance of its business had shifted away from stock broking and underwriting and towards proprietary trading, and its M&A business was enduring the sharp decline in deal activity apparent across Wall Street. The M&A department later suffered a blow when Mr Greenhill left the firm in June 1993 to join securities house Smith Barney taking a dozen top investment bankers with him.

In the last two years, the firm has slipped as its competitors adapted faster to a rapidly-changing world. In 1996, the firm went public to secure access to the capital the biggest securities houses increasingly needed to compete in US and global capital markets.

Although it was still regarded as the best-managed of Wall Street firms - its return on equity consistently outstripped those of its rivals

in the mid and late-1980s - the future appeared to belong to the new giants of Wall Street, such as Goldman Sachs (which took over Morgan Stanley's mantle as the elite of the industry).

By the start of the 1990s, Morgan Stanley was just one of several dominant "bulge bracket" firms in the securities industry.

Given the unexpected increase in trading volumes, the Exchange had telephoned Warburg's stockbroker, Cazenove, at around 9am, to inquire whether there was a reason to put Warburg's shares on "indicative" status. That would have temporarily relieved market makers, the wholesaler of shares, of their obligation to deal at prices quoted on the SEAQ computerised share price system - and would have been a signal to the market that a statement would be coming. Before the shares went indicative, at 9.35am, Cazenove contacted its client, Warburg - which then woke up the management of Morgan Stanley to the US.

■ THE FIT: By Conner Middelmann and Patrick Harverson

A promising merger across different cultures

At first sight, S.G. Warburg and Morgan Stanley are like chalk and cheese: the former a brash Wall Street deal-maker, the latter an understated UK merchant bank.

Yet, while the two houses might find it challenging to reconcile their sharply differing corporate cultures, they do have some traits in common - including a certain blue-blooded history - and many aspects of their businesses are complementary.

In particular, Warburg has a very modest presence in the US capital markets, while Morgan Stanley is among the leading Wall Street houses. It is a prominent force in all areas of US activity - equities, bonds and corporate finance - and is also a leading player in global

fixed-income, foreign exchange and commodities.

In Europe, Morgan Stanley has been building up a sizeable presence from its London base, but it would benefit from Warburg's strong corporate client list and trading position in the UK and on the continent. In the UK, in particular, Warburg enjoys one of the biggest and most prestigious lists of clients for corporate advisory work.

Despite Morgan's European expertise in equity research and cross-border takeovers, it has made little headway in UK corporate finance and distribution, observers say.

A merger could put the banks at the top of the cross-border mergers and acquisitions league table. According to Securities Data, Morgan

and international fixed-income investment, while Morgan Stanley shines in US and bond market investing.

The main area of overlap between the two is in the Far East, where both companies are significant players in the primary equity markets.

There is also likely to be substantial duplication of resources on the research side of the business, particularly in Europe.

Both houses have a reputa-

tion for excellent investment research, especially in equities. This year, Warburg topped the closely-followed Exitel league table of UK-based analysts for the fourth year running. Morgan Stanley was in eleventh place, but also boasts several highly regarded equity analysts in London.

In the US, the 1994 survey of US brokerage analysts by Institutional Investor magazine ranked Morgan Stanley sixth best, a slight slip from its fifth ranking last year.

Probably its best-known analyst is emerging markets strategist Baron Biggs, whose bullish stance on China last year prompted a remarkable surge in Hong Kong share prices. The risk of merging two high-powered research teams is that some of the most highly-regarded analysts may feel eclipsed by the competition - and leave. "You can only have a limited number of prima donnas at any one bank," says one analyst.

Indeed, merging two institutions with such distinct cultures could be a painful and complicated process. "You've got to do a lot of smoothing: strategies, technology, and most importantly, people's egos," says one banker. This bears the risk of demoralising staff, leading to defections. "The best people often leave when companies undergo such radical overhauls," he says.

GLOBAL MERGERS

Adviser	Value (\$bn)	Market share (%)	Deals
Goldman, Sachs	65.65	14.0	145
Morgan Stanley	77.78	12.7	117
Merrill Lynch	56.88	9.3	121
CS First Boston/Credit Suisse	48.86	8.0	129
Lehman Bros	46.43	7.5	124
Salomon Bros	46.36	7.6	124
Lazard Frères	35.04	5.7	79
J.P. Morgan	25.44	4.2	77
Smith Barney	22.12	3.6	65
S.G. Warburg	19		

INTERNATIONAL COMPANIES AND FINANCE

Shares in US airlines plunge on profits warning

By Richard Tomkins
in New York

Shares in Continental Airlines and Southwest Airlines, two of the biggest US carriers, plunged to 12-month lows yesterday after the companies warned their fourth-quarter results would be badly hit by fare wars in the US market.

Other airline stocks took a hammering as gloom over the industry's prospects reassured itself. Earlier this year a spate of good results had given rise to hopes that the sector was recovering from years of losses caused by overcapacity and cut-throat competition.

The biggest disappointment came from Southwest Airlines, which until now had enjoyed a long period of unusually strong profits growth by offering no

frills services at fares well below those of other airlines.

Southwest was able to offer these low fares because its costs were much lower than those of the other big carriers. But the other airlines have been hitting back, trying to mimic the Southwest formula with their own low-cost services and forcing Southwest's fares even lower.

On Wednesday, Southwest warned that its passenger yield – the average fare per passenger per mile – could be down by as much as 9 per cent in the fourth quarter, resulting in net earnings well below the comparable period's 26 cents a share.

Its shares were \$36 down at \$16 at midday yesterday, a fall of 22 per cent. Shares in Continental Airlines were even worse hit – at

midday, they were down 35% at \$34, a fall of 34 per cent – after the company warned that losses in the fourth quarter would be significantly deeper than expected and capacity would be reduced by 7 per cent in January as a result.

Analysts had already been predicting a loss of 70 cents a share for Continental because the airline's no-frills Continental Lite service, launched last year as a rival to the services offered by Southwest, Airlines and other low-cost carriers, has run into difficulties.

Airline stocks sank on fare wars fears. UAL, United Airlines' parent, was down 33% at \$38%; AMR, American Airlines' parent, was down 31% at \$39%; USAir was down 3% at \$44; and Delta Air Lines was down 31% at \$47%.

CME to centralise trade in swaps deals

By Laurie Mora in Chicago

The Chicago Mercantile Exchange said yesterday it would create a centralised trade processing organisation for the large over-the-counter market in interest rate swaps. The CME plan offers swaps dealers trade valuation and collateral depository services, while stopping short of clearing or guaranteeing transactions.

The exchange, whose membership includes most of the world's top swaps dealers, said the swaps collateral depository would help increase the stability and security of derivatives transactions worldwide. However, swaps dealers said the CME's facility would attract business only if less expensive than the current system, where dealers process their own swaps trades bilaterally.

Several banks and derivatives dealers have attempted to organise similar swaps-processing services. However, competitive concerns have limited their use. The CME will be the first independent entity with enough experience to offer swaps processing services.

The exchange has two high-profile partners for the venture. The international bank data communications and processing system, known as Swift (Society for Worldwide Interbank Financial Telecommunications) will be used to deliver the transactions to the CME depository.

The depository will use software supplied by SunCard Capital Markets to value or "mark to market" the transactions and administer the collateral. The Swift message system and the SunCard software are widely used in the global derivatives industry.

CME officials said they expect the collateral depository would be organised as a separate legal entity and would open for business next autumn.

Akzo-Nobel arm merges with US rival

By Daniel Green

Akzo-Nobel, the Dutch/Swedish chemicals company, is to merge its rubber chemicals division with that of US rival Monsanto.

The new company, forecast by Akzo to have sales of \$600m in 1995, will be based in northern Belgium.

It will initially employ 1,400, but job losses "cannot be ruled out", Akzo said.

The merger is the result of overcapacity among suppliers, consolidation among the sector's customers – for example in tire manufacture – and aims to improve performance in a slow growth industry.

The 50-50 joint venture is scheduled to begin operations in January. Its products will largely be additives that improve the performance of rubber, such as helping car tyres withstand cold. The two companies have complementary product lines.

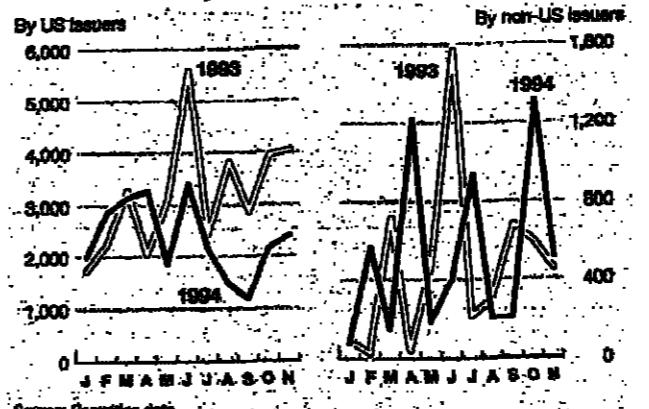
Akzo would not say whether the transaction included a cash element. It said the joint venture would be "in the top three" in its sector by turnover.

Competitors include Bayer, the German chemicals company, which would have a 60 per cent shareholding.

Foreigners lift Wall Street blues

Bankers are thankful for overseas IPOs, writes Patrick Harverson

US IPO market activity



Source: Securities data

A clearer picture of investor sentiment should emerge by mid-December, says Mr Cruz of CS First Boston. Four large IPOs – BSKyB, Thomson, Gilead (a spin-off from the US pharmaceuticals group Eli Lilly) and Crown Pacific Partners, a US timber group – are due to be priced by then, and the progress of each issue is being closely watched for any signs of a deterioration in demand.

Yet, in spite of anxiety about the December calendar, bankers say the IPO market is in better shape than during the summer, when activity fell sharply because of concern about rising interest rates and falling share prices. "There was an awful lot of offerings down-sized, down-priced, postponed, and withdrawn," says Mr Davis. One banker estimates that whereas between 50 per cent and 60 per cent of IPOs in the summer were priced below their range, only 20 per cent to 30 per cent of deals in October and November were similarly under-priced.

Moreover, bankers can be sanguine because a good part of the slowdown in issuance activity is attributable to cyclical forces. As Mr Davis explains: "1994 is the fourth year of the equity financing boom in the US, and there's been an awful lot done. Much of the business in the early part of the decade was driven by deleveraging. That's behind us now. A lot was done by cyclical companies, whose stocks were rising ahead of earnings and cash flow. Now that earnings and cashflow is coming through, there is a less pressing need for equity."

Over the longer term, the outlook for the IPO market remains uncertain. The head of equity capital markets syndication at a prominent Wall Street firm says the calendar for the first quarter of 1995 is pretty full, but warns that if the current difficult environment carries through into next year, many companies will be forced to compromise on both the price and size of their issues.

inga growth will not affect the performance of foreign equities, the market's sourness may reduce interest for non-US IPOs. Increasingly wary investors are likely to adopt a safety-first approach – and among US institutions and individuals, foreign stocks do not top the list of low-risk investment vehicles.

Apart from the international side, however, the IPO market remains disheartened, mostly because the secondary market is in such a sorry state. The Dow Jones Industrial Average has dropped 6 per cent since approaching its year high in late October, and investors are fearful that the Federal Reserve's aggressive tightening of monetary policy this year will undermine economic growth and corporate profitability.

In expectation of further rate increases and lower earnings, some investors have begun to switch funds out of stocks and into fixed-income investments, where yields are higher. To Wall Street underwriters, this is worrying: mutual funds have been big buyers of IPOs in recent years. Mr Ernesto Cruz, head of equity capital markets for North and South America at CS First Boston, says: "The material that fuels the IPO mutual fund buyer is cash inflows, and they are slowing down as individual investors become cautious about putting further money to work in the stock market."

Against this background, selling new paper is likely to be difficult. Although contraction in US economic and earnings growth will not affect the performance of foreign equities, the market's sourness may reduce interest for non-US IPOs. Increasingly wary investors are likely to adopt a safety-first approach – and among US institutions and individuals, foreign stocks do not top the list of low-risk investment vehicles.

There are other reasons why non-US IPOs have continued to find buying buyers. Ms Kathleen Smith, an analyst at Renaissance Capital, a Connecticut-based consultancy which advises institutional investors on the IPO market, believes the quality of foreign issuers

AT&T issues monthly figures

By Alan Cane

AT&T has been forced for the first time to publish financial results for a single month.

This is a consequence of Securities and Exchange Commission (SEC) regulations relating to the 35.8m AT&T shares held by British Telecommunications as a result of AT&T's merger with McCaw Cellular Communications announced last year and which BT wishes to sell.

AT&T said in October it had net income of \$429m, or 27 cents a share, on revenues of

\$6.28bn but warned against drawing conclusions about the full quarter on one month's results.

It said the figures reflected the trend for the first nine months, with increases in telecommunications services and systems sales.

Full-year results are expected in late January.

By last year held a 17 per cent stake in McCaw which it intended to sell on the merger in September this year it received an equivalent number of AT&T shares. It has always said it did not intend to hold

its rival's shares on a long-term basis.

AT&T yesterday filed a registration statement with the SEC as a prerequisite to BT's disposal of its shares through an underwritten public offering. The holding was valued this week at about \$1.7m. At the time of the merger announcement the shares were valued at \$2.3m.

The timing of the sale remains at BT's disposal. Goldman Sachs and Morgan Stanley have been appointed lead managers for the offering.

US investors put pressure on Dylex to restructure board

By Bernard Simon in Toronto

A group of US investors appears to be on the verge of forcing Dylex, one of Canada's biggest fashion retailers, to accept new corporate governance rules, including a shake-up of its board.

River Road, a Connecticut-based limited partnership which owns about 13 per cent of Dylex, has been putting pressure for some time on members of the Posluns family, who hold a majority of the group's voting shares. River Road is controlled by the Paloma Group, a widely-held investment fund.

"We feel that Dylex has been

asset base and potential," Mr Bob Poile, River Road general partner, said yesterday. Dylex owns about 1,000 stores in Canada and the US, with 1993 sales of C\$1.8bn (\$US1.3bn). But it had losses totalling C\$45m in four of the past five years.

The outside investors' dispute centres on Dylex's unwieldy 18-member board, most of whom are members of the Posluns family, their advisors and senior Dylex managers. "We're looking to shake up the status quo and get a new board in place," Mr Poile said.

The company's three independent directors are expected to echo these concerns in a report, which is due to be released later this month.

Bank report supports derivatives

By Philip Coggan,
Economics Correspondent

Derivative instruments are more a consequence than a cause of instability in currencies and interest rates, according to a report issued by the central banks of the G10 countries.

Concern has been expressed that growing use of derivatives might add volatility to financial markets and create the risk of a system-wide financial crisis.

The report, prepared by a working group headed by Mr Hervé Hammou, deputy gover-

nor of the Bank of France, says that derivatives are only one of the innovations which have altered financial market behaviour. The report argues that derivatives make markets more efficient and should, under normal conditions, have a stabilising influence.

However, in times of stress the derivatives can amplify price movements.

Central banks can avoid contributing to market instability by following a "strategy that is predictable and well-explained to the public" and by implementing that strategy "in a consistent manner so as to aid

the formation of non-inflationary expectations".

Derivatives do not diminish the control that monetary policy has over inflation, and the limited evidence available suggests they have yet to alter significantly the efficacy of monetary instruments.

Macroeconomic and monetary policy issues raised by the growth of derivatives markets: a report by a working group established by the Eurocurrency Standing Committee of the central banks of the Group of 10 countries, published by the Bank for International Settlements in Basle.

Consortium takes control of Embraer

By Patrick McCurry
in São Paulo

Wasserstein Perella, the US financial house, has emerged as a large investor in the privatised aircraft manufacturer, the Brazilian Embraer.

Wasserstein is the single largest member of a consortium headed by Bozano Simonson, the Brazilian investment bank, which won control of Embraer at an auction at the São Paulo stock exchange.

The consortium, which will control 45 per cent of the voting stock, is made up of Wasserstein Perella, which holds 41 per cent of the consortium's shares, and the pension funds of the government-controlled companies Telebras and Banco do Brasil, which

together hold about half the capital. The rest of the consortium is made up of Bozano Simonson and a foundation, Cesp, a state-controlled electricity company.

Mr Paulo Ferraz, chief executive officer of Bozano Simonson, said that Wasserstein, partly-owned by the Japanese financial house Nomura, had been examining Embraer for some time and was acting as an investor and not as a representative of other overseas buyers.

Hundreds of riot police and troops with machine guns closed streets around the exchange before the sale, after fears of demonstrations by disgruntled workers. However, the auction passed off peacefully.

The \$10m venture would be 65 per cent owned by Inco and 35 per cent by Jinchuan, it said. "Given the significant potential for further economic development in China, Inco has been discussing other areas of co-operation and commercial relationships with Jinchuan and CNNC," it said.

Inco Pacific, Inco's Hong Kong-based affiliate, would open an office in Shanghai to further develop Inco's position in China, it said.

The transaction included a cash element. It said the joint venture would be "in the top three" in its sector by turnover.

Competitors include Bayer, the German chemicals company, which would have a 60 per cent shareholding.

The holder of a share warrant to bearer who desires to be represented at the meeting must comply with the "Conditions governing share warrants" currently in force.

Registered office:

United Kingdom Secretaries
Vicarage Corporate Services Limited

21 Chaplin Road
Illovo 2196

Johannesburg, South Africa

Note: The 1994 annual report is being posted to registered shareholders

and copies are available for holders of share warrants to bearers from the United Kingdom Secretaries.

Notice is hereby given that the ninety-ninth annual general meeting of Rand Mines Limited will be held in the board room, First Floor, Randcoolden House, 21 Chaplin Road, Illovo, Johannesburg, on Tuesday, 10 January 1995 at 11:00 for the following business:

1. To receive the audited annual financial statements and group annual financial statements in respect of the year ended 30 September 1994.

2. To elect directors in accordance with the provisions of the company's articles of association.

3. To place the unissued shares under the control of the directors in terms of the provision of the Companies Act, 1973, as amended.

For the purpose of determining those members entitled to attend and vote at the meeting, the register of members of the company will be closed from 2 to 10 January 1995, both days inclusive.

The holder of a share warrant to bearer who desires to be represented at the meeting must comply with the "Conditions governing share warrants" currently in force.

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INTERNATIONAL CAPITAL MARKETS

Heinz joins high profile string with \$300m offering

By Graham Bowley

Dollar-denominated offerings dominated the eurobond market yesterday in spite of volatility in the eurodollar market caused by fears that Orange County, California, would be forced to liquidate its \$7.5bn bond fund.

This fuelled fears that a flood of bonds would flow on to international markets, and spreads in the dollar market widened significantly. Orange County filed for bankruptcy on Tuesday evening after being hit by a loss of \$1.5bn from its dealings in the bond market.

In spite of the volatility, another US corporate borrower moved yesterday to exploit the relatively low cost of borrowing currently available in the eurodollar market.

H. J. Heinz, the US food group, launched a \$300m offering.

ing of three-year fixed-rate bonds priced to yield 27 basis points over US Treasury bonds of the same maturity.

This is the latest in a string of offerings by high-profile US corporate borrowers who have taken advantage of the strong demand for their credit among European retail investors.

INTERNATIONAL BONDS

This enables them to achieve funding at up to 10 basis points below that available in the US domestic bond market.

"US investors focus closely on the borrower's credit rating and on the spread being offered, whereas European investors look to the coupon and to the name. And these are great names," said one dealer in London.

"Borrowers can get funding at a price significantly better than their credit-rating warrants," he said.

A deal brought at around 27 basis points over US Treasuries in the euromarkets would require a price to yield at least 85 basis points in the US market, one dealer estimated.

Walt Disney and PepsiCo both turned to the eurodollar market last week with \$300m and \$250m offerings respectively, both targeted at European retail investors.

The Heinz offering found a similar pattern of demand, lead manager Goldman Sachs said.

"There was some UK institutional interest but primarily the bonds were sold to Swiss retail investors," a syndicate official said.

Heinz last came to the eurodollar market in 1988.

Kyushu Electric Power, the

A1-rated Japanese electric power company, launched a \$300m offering of five-year fixed-rate bonds priced to yield 33 basis points over US Treasuries.

This was the first electric power company to come to the US dollar market since July 1993, traders said.

"Most of the electric utilities have been doing their funding in yen over the last year because of the attractive rates available on fixed-yen. But the

Heinz offering found a similar pattern of demand, lead manager Goldman Sachs said.

"There was some UK institutional interest but primarily the bonds were sold to Swiss retail investors," a syndicate official said.

Heinz last came to the eurodollar market in 1988.

Kyushu Electric Power, the

attractiveness of yen is now and the dollar market is coming back into vogue again," said one trader.

As a result, we expect to see more Japanese electricity companies coming to the market in January and February," he said.

Demand for the offering came from European and Japanese institutional investors, joint lead manager IBJ said.

Moody's, the US credit rating agency, assigned a Ba2 rating to the global bond.

Syndicate managers said

that the spread of 33 basis points was wider than initially anticipated due to the general widening of spreads on the back of worries over Orange County.

South Africa's \$750m global offering was priced at 133 basis points at the lower end of its 130 to 133 basis point launch spread.

Moody's, the US credit rating agency, assigned a Ba2 rating to the global bond.

Syndicate managers said

Sweden to resume index-linked issues

By Christopher Brown-Humes

in Stockholm

Sweden said yesterday it would resume index-linked treasury bond issues in the new year.

"We have now left the worst market turbulence behind us, as well as sources of unrest such as the general election and the EU referendum," said Mr Staffan Crona, director-general of the Swedish National Debt Office.

Sweden is the world's biggest sovereign issuer on international bond markets.

The debt office aims to raise about \$5.75bn through a series of index-linked bond auctions in the first four months of next year.

In the first issue, planned

for January 16, bonds with a

nominal value of \$1.5bn will be offered.

There will be a new tranche

in an existing 20-year loan and

a new 10-year loan. Sweden has

a total of \$12.6bn of treasury bonds outstanding.

The debt office says index-linked bonds lower its funding costs providing inflation

remains low while covering investors against unanticipated increases in the inflation rate.

Investors in fixed-rate Swedish bonds have been demanding a risk premium on fears of a resurgence in inflation. Swedish inflation is currently 3 per cent while the benchmark five-year bond

yields 10.34 per cent.

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in an existing 20-year loan and

a new 10-year loan. Sweden has

a total of \$12.6bn of treasury bonds outstanding.

Eddie George's view on inflation heartens gilts

By Martin Brice in London and Lisa Branstrom in New York

UK government bonds were heartened by reassuring comments yesterday on inflation from the governor of the Bank of England. Mr Eddie George, who said it would reach a plateau soon.

Gilts had opened weaker but then rose on his comments, with one dealer saying prices were marked up by about 5% of a point.

The "mini-budget" by chancellor Kenneth Clarke seemed to leave gilt prices largely unmoved, although some dealers were quick to point out that the increase in the tax on drinks would take effect from January, whereas the now-abandoned fuel tax increase which it replaced would not have taken effect until April.

However, some estimates suggest that while the tax on

fuel would have added 0.5 of a point to inflation, the taxes which replace it would add 0.2 or 0.3 of a point to inflation.

Mr Adam Chester at Yamaichi said the "mini-budget" left the inflation outlook "broadly unchanged".

By the end of the day the December long gilt future had moved up 1/4 of a point to trade around 111.15. The spread over bonds had moved to about 131 basis points.

Trading was slow, with dealers reporting some switching out of gilts as the spread over bonds approached 138. Mr Andrew Roberts at UBS said: "Buying has trickled away. People are waiting for next week's data."

There is a raft of data due out in the UK next week with producer prices on Monday, earnings and inflation figures on Wednesday, retail sales figures on Thursday and the pub-

lic sector borrowing requirement on Friday.

Mr Chester said: "I think it will be another welcome set of data for the market." He thinks the gilt market will enter the new year on a reasonably firm note.

Analysts said most big

GOVERNMENT BONDS

investment decisions would probably be driven by the data due out in the UK next week and the data due from the US, rather than recent political developments.

■ German government bonds opened weaker on third-quarter gross domestic product figures but then rose slightly.

The third-quarter GDP figure was 1.5 per cent quarter-on-quarter, against market expec-

tations of around 1 per cent.

Mr Paul Campeyne at Paribas Capital Markets said: "There is very little momentum or activity. A lot of domestic investors have closed their books for the year, and the market will probably stay in range-bound trading."

He said that while bonds had been hit by the stronger-than-expected GDP figure, there was evidence of technical support for bonds at the 90 level. The March bond futures contract on Liffe rose by 0.08 on the day to 90.23.

■ US Treasury prices added to Wednesday's losses yesterday morning as investors continued to sort through signs that the Federal Reserve intends to raise interest rates again in the near term and the ramifications of the bankruptcy of Orange County, California.

By midday, the benchmark

30-year government bond was down 1/4 at 95.74, yielding 7.91 per cent. At the short end of the market, the two-year note was down 1/4 at 90.91, yielding 7.525 per cent.

With little economic news out yesterday, the market continued Wednesday's downward trend.

Some support came from the dollar, which rose yesterday morning against the Japanese yen and the D-Mark. By midday, the dollar had pushed back up through 110.00 from just below that late on Wednesday.

A rising dollar helps the market by encouraging foreign investors to put their money in US government securities such as Treasury bonds.

Still, the overall bearish tone of the market held after Fed chairman Alan Greenspan told a congressional panel he was concerned that inflationary pressures would ultimately be

reflected in rising consumer prices.

Investors interpreted the testimony as a signal that the Fed would boost interest rates again by early next year. The Fed has already raised rates six times this year.

Also troubling the market were concerns about the fallout from the financial troubles of California's Orange County, the largest municipality ever to declare itself bankrupt.

One worry was that other cities and counties may face difficulties similar to those of the California county, which got itself into trouble by wagering that interest rates would not rise this year.

Mr Jack McIntrye, a senior fixed-income analyst at Thomson Financial Services, said given all of the recent unsettling news he expected the market to remain skittish.

Merrill Lynch buys 3.5m Kemira shares

Merrill Lynch, global co-ordinator of last month's

syndication, has issued

shares of Kemira and

are expected to be listed on the Helsinki Stock Exchange on

Monday. Including these shares, Kemira has issued a total of 33.5m shares, raising a total of FM1.27m before expenses.

Funds raised would be used to repay debts. Kemira said it

expected its equity ratio to be 25 per cent after the issue.

Kemira shares were listed in Helsinki on November 10.

WORLD BOND PRICES

BENCHMARK GOVERNMENT BONDS

	Red Coupon	Day's Price	Change	Yield	Week ago	Month
Australia	8.00	90/04	91.070	-0.050	10.57	10.70
Belgium	7.750	10/04	98.520	-0.140	8.27	8.32
Canada	9.000	12/04	98.700	-0.220	8.05	9.15
Denmark	8.000	12/04	98.700	-0.220	8.05	8.07
France	8.000	05/04	101.520	-0.160	7.27	7.50
ITAN CAT	8.000	04/05	98.700	-0.190	7.91	8.18
Germany	7.000	11/04	100.400	-0.250	7.45	7.51
Italy	8.000	09/04	98.700	-0.150	8.11	8.18
Japan No 118	8.000	12/03	98.520	-0.050	8.95	9.05
Japan No 184	4.100	12/03	98.520	-0.050	4.45	4.78
Netherlands	7.000	10/04	98.700	-0.200	7.52	7.55
Spain	10.000	02/05	90.970	-0.020	11.19	11.28
UK Gilts	6.000	09/08	98.150	-0.252	8.47	8.50
US Treasury	7.000	11/04	100.000	-0.028	8.02	8.05
ECU (French Gov)	6.000	04/07	95.220	-0.190	8.38	8.55

London closing, "New York mid-day" 7.75. Yield is 12.5 per cent payable by nonresident.

Source: MMG International

US INTEREST RATES

	1m	2m	3m	6m	12m
London	5.21	5.21	5.21	5.21	5.21
Treasury Bills	5.21	5.21	5.21	5.21	5.21
Bank Rate	5.21	5.21			

COMPANY NEWS: UK

Shares fall 6% after downward revision of margins prediction

Racal Electronics rises to £23m

By Simon Davies

Racal Electronic's share price fell 6 per cent yesterday, after the company revealed that it would fall substantially short of its stated target for profits from its data communications division this year.

In June, the communications, radio and network services group predicted profit margins of "well over 5 per cent" for the division, on about £400m of revenue.

It admitted yesterday that margins were more likely to be 4 per cent, and most analysts reduced full year profit forecasts from £70m to £60m. The shares closed 13p lower at 203p.

For the six months to October 14, Racal reported pre-tax profits of £23.5m compared with losses of £400,000, after

taking account of a £26.8m loss from discontinued operations.

The company has been restructuring its data communications business, which had over-extended in a highly competitive market. However, poor data product sales in Germany and Italy, combined with difficulties in merging two manufacturing operations, have reduced projected profits.

It has made significant advances in network services, which will benefit from the National Lottery contract, and provide a steadier revenue stream. However, divisional operating profits fell from £2.93m to £2.64m.

At the year end, Racal will have spent £10m on a restructuring, reducing staff by 400 to 11,200, which will benefit the second half.

Group turnover rose to £487.3m (£430.2m), including £4.9m from acquisitions and £2.78m (£14.4m) from discontinued activities. Operating profits from continuing operations increased from £24.7m to £25.2m, including £33.4m from acquisitions.

Marine and energy division sales suffered from the impact of a weak oil price, and profits fell from £7.54m to £3.45m.

However, specialised businesses profits grew by 51 per cent.

There was a net cash outflow of £6.5m, reflecting acquisitions, and costs associated with the National Lottery contract, and provide a steady revenue stream. However, divisional operating profits fell from £2.93m to £2.64m.

At the year end, Racal will have spent £10m on a restructuring, reducing staff by 400 to 11,200, which will benefit the second half.

At the interim stage gearing was 14.3 per cent, against 10.4 per cent 12 months earlier.

The interim dividend is raised to 17.5p (15.5p) from earnings of 5.75p (losses 0.07p).

COMMENT

The danger of giving profit forecasts is that investors get upset when they are not reached. It is hardly surprising that Racal's failure to achieve its own targets should swamp some positive factors in its performance.

On reduced forecasts of £60m for 1994-95, Racal is on a p/e of 15.1. If management is right, profits could hit 57.5m next year, leaving the shares at a discount to the market. But credibility is hard to win back, and Racal operates in tough markets, with the pressures of developing a steady stream of products with short lifespans. The lower rating looks deserved.

Marine and energy division sales suffered from the impact of a weak oil price, and profits fell from £7.54m to £3.45m.

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Hartstone at £2.6m in difficult trading

By Richard Wolfe

Lower interest costs underpinned a six-fold increase in pre-tax profits at Hartstone, the hosiery and leathergoods group, in the six months to September 30.

However, the company, which launched a £30m rescue rights issue this year, experienced "difficult" trading conditions in its leathergoods markets in the UK and the US.

Group sales fell to £111m (£18.1m) as turnover from continuing operations declined by

8 per cent. Operating profit were lower at £5.65m (£5.82m).

However, the pre-tax figure rose to £2.65m (£428,000), after interest costs fell from £5.39m to £3m.

Mr Shaun Dowling, chairman, said: "Customers are leaving purchasing decisions fairly late in the year, while retailers are pretty conscious about margins and are also ordering stock late."

The rights issue helped to reduce gearing from 298 to 38 per cent at the end of November, as net borrowings fell

from £127.3m to £38m. The company hopes to be ungered within 18 months.

The core US leathergoods business, Etienne Aligner, reported operating profits down 38 per cent to \$4m (£5.5m), as unsold stock was sold at discount prices.

The hosiery division reported a 20 per cent rise in operating profits to £1.2m (£1.6m), including a contribution from Cogex which was sold to Courtaulds Textiles for £45m this year.

Operating profits at Michael Stevens, the handbag supplier, fell to £1.5m (£1.6m) as it withdrew from vinyl goods at the bottom end of the market.

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Benson makes £2.4m foam buy

Benson, the engineering group, is acquiring Designstart, which trades as Stader Industries, for £2.45m, from Thama Holdings.

The consideration will be met by the sale of Benson's agricultural vehicles spares business to Thama for £1.36m and the issue of 12.6m new shares to Thama. There is also a contingent consideration of

up to £150,000 depending on the availability of tax losses.

Stader, the largest maker of rubber latex foam in the EU, achieved pre-tax profits of £67,000 in the 10 months to October 31, having been loss-making in the previous three years. Net assets at December 31, 1993 were £2.35m.

Benson also announced the

sale and leaseback of two properties which generated about £1.5m in cash, realising a profit of about £200,000.

The directors of Benson said it was their intention to increase the interim dividend by 20 per cent to 0.12p as sales for the half year to November 30 were "significantly ahead" across the group.

Sep rises 81% and makes Dutch buy

Sep Industrial Holdings, the engineering group, reported an 81 per cent rise in full-year pre-tax profits and announced the acquisition of Fastening Driesbergen of the Netherlands for £1.25m in shares and cash.

Sep estimates that Fastening Driesbergen, which makes fasteners and fixings, will incur a trading loss of £146,000 on turnover of £2.9m for 1994. Net assets at end-1993 stood at £99,000.

Exceptional profits of £899,000 from disposal of assets helped lift Sep's pre-tax outcome from £1.05m to £3.77m for the year to September. Earnings per share including exceptional items were 4.05p (2.87p). A final dividend of 0.6p (0.45p) gives a total of 1.05p (0.8p).

Mirror Group has paid £27.3m for a long leasehold on its former headquarters at 33 Holborn, London. It will be held for either resale or redevelopment. Planning permission has been granted for a new office building on the site. Under an agreement with the estate of Mr Robert Maxwell, the group was committed to paying an annual rent of £8.1m until 1998.

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Continuing focus on margins helped TGI, the loudspeaker systems group, to increase pre-tax profits by 40 per cent on turnover 5 per cent ahead for the half-year ending September 30.

The £703,000 (£501,000) result was struck on sales of £18.2m (£17.3m).

Earnings per share worked

through at 2.8p (2p).

The £725,000 settlement made to the group during the period by its previous auditors has been used to reduce the goodwill written off on acquisition of the Audix companies in 1988.

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Continuing focus on margins helped TGI, the loudspeaker systems group, to increase pre-tax profits by 40

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COMPANY NEWS: UK

Acquisition of last of London Regional Transport's bus franchises

Cowie cash call for £16.3m buy

By Simon Davies

Cowie Group, the car leasing and motor trading company, yesterday became London's largest bus operator, through the purchase of the last of London Regional Transport's 10 franchises, South London.

The company is to raise £23.1m from a rights issue to fund the £16.3m acquisition, which follows Cowie's recent £29.9m purchase of Leaside Buses, based in north London.

The 1-for-8 rights issue is priced at 150p. Cowie's share price rose 6p yesterday, to close at 224p.

The group will now operate 1,000 local London buses. It has forecast that its bus and coach businesses - including Hughes Daf, the bus distributor, and

Grey-Green bus and coach operator - will account for 25 per cent of next year's profits.

Mr Gordon Hodgson, chief executive, described South London as a "distressed sale". It has been threatened with the loss of its licence if it does not improve vehicle maintenance standards by April 30. He is confident this can be achieved.

The franchise made £23,000 profits on £16.3m turnover last year. However, a programme of fleet renewal will substantially lower maintenance costs.

In addition, management will be centralised to cover Cowie's two London franchises, taking our more costs. Cowie is targeting 15 per cent operating profit margins, representing profits of £2.8m.

Mr Hodgson said Leaside

was already achieving double digit margins, compared with the 14 per cent achieved last year.

The consideration for South London includes the payment of £6.2m of intra-group loans and goodwill of just £1.4m.

Cowie also announced that pre-tax profits for 1994 would be at least £21m and that it would propose a final dividend of 6.4p, making 9.125p for the full year, up from 7.85p.

Mr Hodgson said the group was looking to build up its bus operations in the UK further. "We don't intend to stop here." The group gets the additional benefit of selling new vehicles through its distribution arm.

• **COMMENT**
Yesterday's rise in Cowie's

share price was a fitting response to an astute realignment of the group. Motor retailers are hitting harder times, and their shares have acted accordingly. But by the end of next year, Cowie will make more money from buses than from car sales. Bus operators benefit from substantial economies of scale, and with three London operations, margins should rise sharply. Meanwhile the finance business continues to perform well, making up for flat car sales. On the company's own forecast, the shares are on a 1994 p/e of 9.3. Profits should reach £50m next year, representing a 9.5 p/e. Given the higher quality of earnings, and the management performance at Leaside, they offer good value.

• **COMMENT**
Yesterday's rise in Cowie's

Acquisitions help Compass to £55.7m

By David Blackwell

Compass, the catering and healthcare group, lifted profits by a third and turnover by 85 per cent on the back of acquisitions in Europe and the US.

Pre-tax profits for the 53 weeks to October 2 rose from £41.5m to £55.7m on turnover ahead from £397m to £917.5m. Acquisitions contributed £216.2m to the latest sales figure. The figures include the first full year from Scandinavian Service Partner, the European caterer, and 15 weeks from Canteen Corporation, the third largest US caterer bought for £311.7m in early summer.

Mr Francis Mackay, chief executive, said the acquisitions had settled in comfortably and were performing well. "There

are no surprises and no black holes," he said of Canteen. "If anything we feel more optimistic about the prospects than when we acquired it."

Shares in the group closed yesterday 5p down at 330p, still well ahead of the 270p of the 6-for-9 rights issue that raised £146m towards buying Canteen.

Earnings per share rose from 17p to 19.2p. The board is proposing to lift the final dividend to 4.6p (4.06p), taking the total for the year to 6.75p (6.05p).

The acquisition of Canteen

almost doubled the catering division's turnover to £851.2m, lifting operating profits of £48.4m (£33.7m). Margins fell from 7.7 to 5.7 per cent.

European catering turnover rose almost fourfold to

£196.5m, and profits rose to £10.8m from £2.9m. Again, margins were easier at 5.5 per cent (5.6 per cent).

In the UK profits edged ahead to £31m on sales of £46.1m (£38.2m). The group estimated that the 28 days of the rail strike cost it £1.7m in lost profits. After adjusting for the rail strike, margins declined from 8 per cent to 7.1 per cent. The lower margins reflected the effect of the new businesses, said Mr Mackay. Underlying margins were moving forwards.

Margins at Canteen were flat at 3.3 per cent, which the group believes indicates a bottom. It believes it can lift US margins, which are generally lower than those in Europe, to 5 per cent in the next three or four years.

In contrast the healthcare group margins are more than 21 per cent. Sales and profits from the group's 15 hospitals were up 10 per cent at £66.7m and £4.4m respectively.

Net debt at the end of the year was up from £24.3m to £213.4m. Interest payable rose from £5.3m to £7.1m, covered 8.8 times.

• **COMMENT**

The City was looking for reassurance following the bold acquisition of Canteen. Compass is acting swiftly, building

up its management teams, relocating the headquarters, investing in new systems, and getting out of loss making contracts. There appears no reason to doubt that margins have bottomed out. The group is now well positioned to take advantage of good growth opportunities in three big markets, so further large scale acquisitions can be ruled out.

Pencilled-in profits this year are £75m, with earnings more than 20 per cent higher at 23.5p. The prospective multiple of just over 14 still looks attractive for a group with so much still to go for.

MPF's investors committed the funds for five years, but Mr Ian Forrest, its managing director, said he hoped to develop a long-term investment partnership with this small number of investors.

Mr Forrest said these institutions had not been significant investors in private equity before.

MPF has invested about £100m a year recently and intends to continue to invest at a similar rate. "We are saying we have a lot of money for this class of asset and the ability to be a long term partner (with businesses)," Mr Forrest said. "HSBC is saying this is a core businesses for investment banking."

The fund raising not only increased MPF's management fees, but also provided the firepower to underwrite the total equity requirement of any transaction.

It was third time lucky yesterday for Hill Hire, the commercial vehicle rental business as it finally announced its placing price of 94p per share, for a value of £25.5m, which is 2 per cent less than original estimates.

The company, being floated by Birkby, the business property manager, had suffered two successive days of delay primarily because of market fluctuations.

Birkby is to retain a 44 per cent holding worth £11.2m. It is also selling Ember Rental, its other vehicle hire arm, to Hill Hire for £2.7m. The two operations had net assets of about £5.3m at the end of September.

Despite the delay Birkby is pleased with the float, surpassing the group's initial predictions of a placing in 1997.

Mr Bill Cran, Birkby chief executive, said: "It's a sign of [Hill Hire's] strength that it has gone in a market that's not particularly brilliant."

Julian Hodge rises 12%

By Roland Adburgham, Wales and West Correspondent

Julian Hodge Bank, the family-owned Cardiff concern specialising in commercial and industrial lending, improved pre-tax profits by 12 per cent to a record £9.18m in the year to end October, compared with £8.13m.

This included a surplus of £2.69m on the sale of invest-

ments. Operating profits rose 36 per cent to £8.46m (£4.75m).

Mr Jonathan Hodge, chairman, said that despite a difficult environment for new business, the bank had increased its asset base by nearly 15 per cent to £127m while maintaining a high degree of profitability.

Each of the core businesses had continued to make a significant contribution.

Eve static at £2.5m midway

Pre-tax profits at Eve Group, the USM-traded civil engineering company, were little changed at £2.5m, against £2.51m for the six months to end September.

Mr Roger Ames, chairman, said recessionary conditions still affected parts of the business, adding that it was difficult to predict the future with any certainty. However, he was confident that the full year's results would be "at a level similar to the previous year".

Earnings per share were down 1p to 16.1p but the interim dividend is again 3p.

Abtrust New Dawn

Abtrust New Dawn Investment Trust's net asset value per share rose to 258.76p at the end of the six months to October

31, compared with 255.48p at the year-end and 250.11p last time.

The trust, which aims for high capital growth through investment in emerging markets, had net revenue of £188,299 (£185,056) for earnings per share of 0.53p (0.52p).

Aukett progress

Despite a "difficult and unpredictable" market, Aukett Associates, the design and architectural services group, turned in a pre-tax profit of £211,000 for the year to September 30.

The result, which arose from cost controls and improved efficiency, compared with a £2.25m deficit last time, but which was after a £2.06m loss on the disposal of a discontinued operation.

Work done amounted to £7.08m. This compared with £6.72m, of which £0.4m related to discontinued activities.

Earnings per share were 1.61p (1.62p losses) but the dividend has again been omitted.

Aukett said Mr Michael Aukett was stepping down as chief executive "to operate his own practice outside the public

Institutions contribute to MPE fund-raising

By Richard Gourlay

Montagu Private Equity has raised £170m from four UK and continental European institutions and £250m from HSBC Group, its parent, for investment in unquoted companies.

Montagu intends to raise £500m in what it is calling a Private Equity Partnership Scheme. HSBC is committed to invest at least as much as each co-investor in every deal.

This is the first time that Montagu Private Equity (MPE) has raised this amount of capital from institutions other than its parent and signals HSBC's intention to increase its presence in private equity investment.

The move confirms MPE as one of the UK's three largest providers of private equity capital.

The new funds will add to the weight of new money raised by UK venture capital and management buy-out financiers recently. The British Venture Capital Association says that in the eight months to August, UK fund managers have raised over £2bn - more than three times as much as in the whole of 1993.

MPE's investors committed the funds for five years, but Mr Ian Forrest, its managing director, said he hoped to develop a long-term investment partnership with this small number of investors.

Mr Forrest said these institutions had not been significant investors in private equity before.

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Greycoat makes £3.5m and focuses on offices

By Simon London, Property Correspondent

Greycoat, the property developer which raised £47m from a rights issue in June, has returned to the black with interim pre-tax profits of £3.5m, against a £4.35m loss previously.

The company, which was rescued from the brink of collapse a year ago and has since restructured its board of directors, also said that it planned to concentrate on developing offices in central London.

Mr Peter Thornton, managing director, said office buildings were likely to outperform retail or industrial premises in a relatively low growth, low inflation environment.

In central London, demand for modern space for outstripped potential supply, the company said. It expects its investment to deliver an annual total return of about 11 per cent until the end of the decade.

Greycoat has an interest in three large central London development sites:

• Paternoster Square, next to St Paul's Cathedral, where planning permission has been granted for 750,000 sq ft of offices. The company is attempting to arrange funding with institutional investors for the £375m development and hopes to start work by the middle of next year.

• Moon House in the City, which will not be considered for redevelopment until 1997, when break clauses in existing leases come into effect.

• Victoria Interchange, adjacent to Victoria Station, where Greycoat will next year submit a planning application for 27,000 sq ft of offices. However, rents have to rise significantly before development is worthwhile.

Mr Thornton said Greycoat was in talks which could lead to the acquisition of an interest in two or three additional development sites.

In the six months to September 30, gross rental income fell from £20.1m to £16.7m, although last year's figure included £4.9m rent from Bri-

tain House in the City, which has since been sold.

Included in this year's figure is £2.1m rental income from 123/151 Buckingham Palace Road, where Greycoat took full control in August. In a full year, rental income from the building should be £12.3m.

Administrative costs were unchanged at £1.7m. Last year's interim loss included £5.7m expenses relating to the rescue package.

Mr Michael Beckett, who took over as non-executive chairman in September, said the company was committed to keeping administration costs steady in real terms.

Profits from the sale of two investment properties in London and Newcastle contributed £2.8m, against a loss on disposal of £35.2m in the first half last year. Finance costs fell to £12m (£21.2m).

Earnings were 3p, against a loss of 22.7p, adjusted for the rights issue. The company is not paying an interim dividend, but expects to declare a final dividend of 0.6p.

Drummond rises to £393,000

By Ian Hamilton Fazey, Northern Correspondent

Drummond Group, the clothing fabrics manufacturer, achieved a 6 per cent increase in interim pre-tax profits from £370,000 to £393,000 on a 12 per cent rise in sales to £25.8m.

This is Drummond's third consecutive set of improving results since it reported a loss of £3.35m for the year to March 31 1993.

At the operating level, prof-

its to September 30 were 43 per cent ahead at £870,000 (£68,000). In the comparable period there was £196,000 profit on the sale of a discontinued operation.

The result was helped by lower interest charges of £277,000 (£225,000).

The board was still cautious enough to pass the dividend, but Mr Stefan Simmonds, chairman, said a final dividend was likely if recovery continued as planned.

Drummond recruited Mr Zvika Pollak, an Israeli, as chief executive three years ago, and embarked on a vigorous investment programme at the James Drummond worsted mill in Bradford.

It was now investing in efficiency improvements at John Crowther & Son, the woollen and dyeing plant at Huddersfield and had sold its small spinning fabric business.

Earnings per share improved 15 per cent from 1.17p to 1.35p.

Drummond's third consecutive set of improving results since it reported a loss of £3.35m for the year to March 31 1993.

Mr Cook said a non-executive director would be appointed in January and a further appointment would be made by the spring.

DC Cook jumps 55% to £1.57m

DC Cook Holdings, the motor retail group, saw interim pre-tax profits surge 55 per cent from £10.1m to £15.7m on turnover 15 per cent up at 938.7m, against £751.1m.

Mr Derek Cook, chairman, said: "The performance of the motor division has once again been outstanding and fully justifies the decision to concentrate on this our core activity."

The division had performed better than at any time in the last five years, he added. New car sales were up 31 per cent on last time, when sales were

FINANCIAL TIMES FRIDAY DECEMBER 9 1994

makes £3.5
on office
rises to £393

mps 55% to £1

WORLDWIDE
RATES

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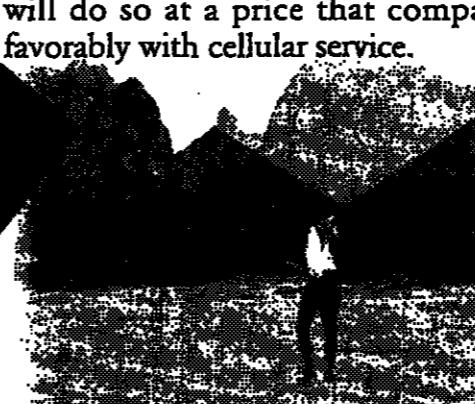
to subscribers around the globe. And it

will do so at a price that compares

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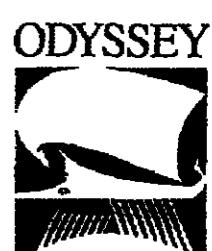
Number of satellites per system	RELATIVE COST OF SATELLITE SYSTEMS					
	10-YEAR COST					
1	High	Very High	Very High	Very High	Very High	Very High
2	Medium	Medium	Very High	Very High	Very High	Very High
3	Medium	Medium	Medium	Very High	Very High	Very High
4	Medium	Medium	Medium	Medium	Very High	Very High
5	Medium	Medium	Medium	Medium	Medium	Very High
6	Medium	Medium	Medium	Medium	Medium	Medium
7	Medium	Medium	Medium	Medium	Medium	Medium
8	Medium	Medium	Medium	Medium	Medium	Medium
9	Medium	Medium	Medium	Medium	Medium	Medium
10	Medium	Medium	Medium	Medium	Medium	Medium

Licensing authority for the Odyssey system is expected in early 1995. Unlike other systems, it will use frequencies already allocated for this type of service

and components derived from proven TRW technology. Initial start-up costs will be 60 percent lower than for the two other major systems in a recent study.* And Odyssey's constellation price will be fixed. Estimating over a 10-year period, replacement satellites for the other systems evaluated will give Odyssey an even more dramatic cost advantage. Just as importantly, subscriber projections indicate that Odyssey will offer the best value for the end-user.

Today, TRW and Teleglobe forge a new alliance to launch Odyssey. For more information, please contact:

North America & South America
(New York) Tel.: 212 903 4267
Europe (London) Tel.: 081 247 0123
Asia (Hong Kong) Tel.: 852 845 1008



the adventure is just beginning

COMMODITIES AND AGRICULTURE

Russia plans to step up oil exports as output tumbles

By John Lloyd in Moscow

Russia is to increase its exports of oil - in spite of still tumbling oil production. At the same time, Mr Yuri Shafraik, the energy minister, has made a strong plea for extra financing from the budget to invest in the industry.

Ministers are now counting on energy exports doubling in the next 10-15 years, as part of a strategic decision to export oil in order to raise funds for the modernisation of the industry.

Oil exports are expected to amount to 85m tonnes this year (80m tonnes in 1993) while gas exports should hold steady at about 100bn cu m, according

to Mr Vitaly Bushuyev, the deputy energy minister.

These aspirations assume cutting back further on sales to the former Soviet states, most of which cannot afford to pay world prices for their oil - and on restricting the supply to the domestic market by energy saving measures. "The most important part of the strategy is increasing the efficiency of energy consumption," Mr Shafraik said, after a commission of ministers on Wednesday.

Figures released yesterday to the official news agency, Tass, show some 275.2m tonnes produced from January to November this year - down 12 per cent on the same period last

year. Gas production was also down, but much less markedly, at 56.8bn cu metres, a 2.1 per cent fall.

The production of the main Russian oil companies was: Rosneft (a holding company including several enterprises), 111.4m tonnes; Lukoil, 39.2m tonnes; Sibneft, 31.8m tonnes; and Yukos, 24.8m tonnes.

Mr Shafraik, also in comments to TASS, warned that at least Rbs24,000bn (24.7m) were needed for modernisation and reconstruction schemes this year. The coal sector, he said, was in particular need of modernisation - and of the closing down of exhausted pits, something the coal industry committee has yet to tackle.

Sugar market 'could go higher'

By Deborah Hargreaves

The sugar market could move higher in coming months after breaking through a four-year high of 15 cents a pound recently, according to the latest analysis of the market by E&F Man, the London commodity house.

"In this situation, even routine offtake is enough to reinforce the underlying support for prices," the report says.

But a market report from the International Sugar Organisation, which represents the world's leading producers, cautions against expectations of big price increases. The organisation believes that price growth above 15 cents a pound

will "dry up physical demand from the price-sensitive importers which account for the lion's share of the world sugar trade".

Purchases from China have fuelled much of the excitement in the sugar market in recent months. The country is facing shortages of sugar after its second and successive domestic shortfalls in supply of over 1m tonnes.

Russia is also likely to import sugar this season following a 40 per cent drop in the beet harvest to 1.5m tonnes. E&F Man estimates consumption at 4.5-4.8m tonnes, indicating a need for substantial imports.

The sugar organisation estimates that the 1994-95 world sugar balance will be in deficit by 1.9m tonnes with production at 112.5m tonnes and consumption at 114.4m tonnes.

The present situation is tight but we believe still manageable in statistical terms," the organisation says.

Man agrees that global supply tightness may have been exaggerated to some extent. But in the medium term points to "further upside potential" on the back of Chinese, Russian and Middle Eastern off-take.

Various factors, such as the severe drop in industrial activity in the former East Germany and closures in the country's chemical industry had

ended Germany's power shortage.

VAW will permanently shut its Toegting aluminium smelter in Bavaria at the end of next year but the rest of its smelters in Germany have been reviewed at least till the year 2000.

Mr Karl Wobbe, the VAW

board member responsible for aluminium production, said yesterday a sudden change in power availability in Germany played an important part in the decision to keep open the smelters here at Stade and at Hamburg (the last is one third owned by VAW).

Costs had also been cut by the streamlining forced on VAW by the crisis in the global aluminium industry, which last year saw the group cut its workforce by 2,000 to about 14,000.

However the Toegting smelter, despite being supplied by hydro-electric power and

using modern technology, could not be made competitive because its essential raw material, alumina, had to be trucked 600km through Germany, which was much more expensive than shipping the material to other smelters from Australia.

Toegting's annual capacity is 90,000 tonnes but at present it is producing only 30,000 tonnes. The smelter, which as recently as 1989 employed 850

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MARKETS REPORT

CURRENCIES AND MONEY

Uncertainty about outlook for UK interest rates

Sterling traded steadily yesterday, unaffected by the supplementary budget statement presented by the chancellor Mr Kenneth Clarke, writes Philip Gash.

The new revenue measures announced were in line with expectations, and there was little market response.

Sterling closed one pence firm in London at DM2.4674, from DM2.4576. This upward move reflected Wednesday's 50 basis point rise in UK interest rates, and came before Mr Clarke's budgetary remarks.

More interesting for the market was the appearance before the Treasury select committee of Mr Eddie George, the governor of the Bank of England. His comments left the market confused about the outlook for interest rates.

The dollar had a stronger day, moving from a morning low in Europe, of DM1.5677 to a high later of DM1.5793. It finished slightly firmer against the yen, at Y100.465, from

Y100.15.

In Germany the Bundesbank council, as expected, left all its main interest rates unchanged. The Swedish central bank also left rates unchanged, despite expectations of a monetary tightening following recent strong data.

Mr George caused some confusion when he said he hoped that British interest rates would plateau "fairly soon".

This appeared to contradict other parts of his testimony, which were seen as pointing towards a further rate rise in the first quarter. Mr Richard Phillips, analyst at brokers GNI, said: "People are very confused about what the peak is going to be in the interest rate cycle."

Mr George's comments were taken as a buy signal by short sterling traders, and the March contract finished up at \$2.59 from \$2.56.

Mr Chris Turner, currency strategist at BZW, said that with expectations of another rise in US rates having hardened, following recent comments from Mr Alan Greenspan, chairman of the Fed, there was now little to choose between US and UK rates.

The March eurodollar contract is discounting an interest rate of 7.25 per cent, compared to 7.41 for the equivalent short sterling contract.

Mr Turner said the danger for sterling was that by the end of the month the market might be discounting higher interest rates in the US than in the UK. It was possible, therefore, that a by-product of preemptive interest rate rises in the UK might be a weaker pound, if this meant UK rates peaking at a lower level than in the past.

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Mr Mike Gallagher, director of IDEA, the financial analysis service, said Mr George's comments "held out that the top of the UK interest rate cycle was nearer than in previous situations." While this was good for short sterling, "it tends to sap the upside potential of sterling."

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Mr Gallagher said the dollar's failure to move higher was a disappointment. The Bank cast a very different complexion on UK monetary policy from in the past. In the short term, he said, this would be good for sterling.

More immediately, he said, the outlook for sterling "depends to what extent it pays attention to economic fundamentals, or to political chaos."

■ Although the dollar rose, the Orange County debacle in the US appears to be acting as a brake. Mr Carl Weinberg, chief economist at High Frequency Economics in New York, commented: "There can only be one basis for linking the dollar to the country. People now believe, quite correctly, that the Fed is most unlikely to be tightening into this situation on the grounds that other hard-pressed entities - both public and private - could get pushed over the edge after Orange."

Mr Robert Thomas, currency strategist at NatWest Markets, said the preparedness of the chancellor to go along with the Bank cast a very different complexion on UK monetary policy from in the past. In the short term, he said, this would be good for sterling.

He said there were definite signs of market activity slowing down, a little earlier than was normal.

■ The Bank of England provided late assistance of \$740m in its daily operations, after forecasting a £1.35m shortage. It also provided \$615m at the new, higher established rate of 6% per cent. Three month LIBOR firmed slightly to 6% per cent from 5.94 per cent.

WORLD INTEREST RATES

December 8	Over night	7 days	One month	Three months	Six months	One year	Lomb. Int.	Dis. rate	Repo rate
Belgium	5%	5%	5%	5%	5%	5%	7.40	4.50	
week ago	5%	5%	5%	5%	5%	5%	7.40	4.50	
France	5%	5%	5%	5%	5%	5%	6.00	5.00	6.75
week ago	5%	5%	5%	5%	5%	5%	6.00	5.00	6.75
Germany	5.00	5.00	5.00	5.00	5.00	5.00	7.50	4.50	4.85
week ago	5.00	5.00	5.00	5.00	5.00	5.00	7.50	4.50	4.85
Italy	5%	5%	5%	5%	5%	5%	7.00	5.00	8.25
week ago	5%	5%	5%	5%	5%	5%	7.00	5.00	8.25
Netherlands	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	5.25	3.50	4.85
week ago	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	5.25	3.50	4.85
Spain	5%	5%	5%	5%	5%	5%	7.50	4.50	7.75
week ago	5%	5%	5%	5%	5%	5%	7.50	4.50	7.75
UK	5%	5%	5%	5%	5%	5%	7.50	4.50	7.75
week ago	5%	5%	5%	5%	5%	5%	7.50	4.50	7.75
Japan	2%	2%	2%	2%	2%	2%	1.75	1.75	1.75
week ago	2%	2%	2%	2%	2%	2%	1.75	1.75	1.75

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3:30 pm December 3

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

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Financial T1

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NYSE COMPOSITE PRICES

2020 December 3

215 • *Journal*

AMEX COMPOSITE PRICES

NASDAQ NATIONAL MARKET

215 • *Science*

AMERICA

US equities pressured by bond market

Wall Street

US share prices fell modestly amid uncertainty about the repercussions of the financial troubles in Orange County, California, and renewed fears that the Federal Reserve would raise interest rates in the near term, writes Lisa Branstetter in New York.

By 1 pm, the Dow Jones Industrial Average was down 20.18 at 3,715.34. The more broadly-based Standard & Poor's 500 was down 1.90 at 449.33, the American Stock Exchange composite of 3,538 at 425.66 and the Nasdaq composite 6.72 at 727.55. Trading volume on the NYSE was 190m shares.

NYSE volume

Daily (million)

Average daily volume 1993: 260,100,000

25 26 27 28 29 30 1 2 5 6 7 8
November 1994 Dec

Airline shares took a beating after two large carriers announced they anticipated weaker-than-expected results for the fourth quarter. Southwest Air fell 53¢ at \$16.54 and Continental Air dropped 53¢ at \$36 after both announced that fourth quarter results would probably come in below analysts' forecasts.

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The Dow edged up nearly 7 points at the opening, but slid below Wednesday's close by late morning on the heels of a declining bond market. Both markets remained skittish after Mr Alan Greenspan, chairman of the Federal Reserve, told a Congressional panel that he remained concerned about inflationary pressures in the economy.

Mr Greenspan said he believed higher prices in raw materials and intermediate goods would ultimately spill over to consumer prices, which had held relatively steady this year.

With little other economic news yesterday, investors focused on the comments, which many interpreted as a sign that the Fed would raise rates again by early next year. The Fed has boosted rates six times this year, and investors fear another increase would choke off corporate earnings by slowing consumer demand and making borrowing more expensive.

Financial problems in Orange County continued to trouble the market. Analysts remained uncertain as to how the bankruptcy would affect banks that had been lenders to the county, and there was concern that other municipalities might face similar crises.

Morgan Stanley bucked a downward trend among US investment banks after reporting that it was in merger discussions with SG Warburg.

Morgan Stanley was up 8¢ at \$57.4, while most other big investment banks declined.

Lehman Brothers lost 9¢ at \$13.7, Salomon Brothers fell 5¢ at \$35.4, Merrill Lynch dipped 5¢ at \$33.7 and PaineWebber shed 5¢ at \$21.52.

Corporate news was the main influence on bourses yesterday, writes *Our Markets Staff*. Madrid and Milan were closed for a religious holiday.

FRANKFURT's fall in floor trading, the Dax index coming out 13.39 lower at 2,042.21, mostly incorporated the losses on Wednesday afternoon when the key index closed at 2,044.4 in Dax trading. Turnover fell from DM5.5bn against capital of DM6.5bn at the last balance sheet date.

After hours, the Ibis-indicated Dax eased a fraction to 2,041.85.

In chemicals, Henkel recovered most of its recent losses, up DM4.40 at DM53.8, but other selling targets like Deutsche Baecker and MAN in engineering continued downwards, losing DM5.50 at DM192.50 and DM6 at DM397 respectively.

The session produced one big reaction. Bilfinger & Berger falling DM44 or 5.4 per cent to DM77.65 after a further 20 per cent drop yesterday in the share price of the construction group's Hong Kong offshoot B+B Asia. This followed the unit's reported loss of HK\$60.6m from a major civil engineering project linked to the colony's new airport.

The fall seemed belated, and perhaps arguable. B+B shares had fallen 12 per cent in Hong Kong on Tuesday, and 11 per cent on Wednesday for precisely the same reason. Furthermore, said Mr Karl Debenham, German market analyst at Williams de Broe, Bilfinger had provided ample for such contingencies with provisions

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